

## **MANAGEMENT TOOLS & PRINCIPLES**

**Grado en Administración de Empresas / Bachelor in  
Business Administration BBA SEP-2023 MANn-NBA.1.M.D**

Area Strategy

Number of sessions: 30

Academic year: 23-24

Degree course: FIRST

Number of credits: 6.0

Semester: 1º

Category: BASIC

Language: English

Professor: **MAUD PINDARD**

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Maud Pindard-Lejarraga holds a Master and Ph.D. in Business Administration and Quantitative Methods from Universidad Carlos III de Madrid, and Bachelor Degrees in Econometrics from Université Paris 1 - ENS Ulm and in Hispanic Studies from Université Paris 3 (France). Before joining IE in 2010, she worked as Teaching Assistant at Universidad Carlos III, and as Invited Researcher at HEC Paris and Rotman School of Business, University of Toronto (Canada). She also worked as an advisor in the Economic Service of the French Embassy in Spain.

Her research focuses on the macro-level evolution of industries, and on entrepreneurs' entry decisions. Her recent articles have been published in *Academy of Management Learning and Education* and the *Journal of Small Business Management*.

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### **SUBJECT DESCRIPTION**

Although there are several possible definitions, we can generally define a 'firm' as any profit seeking organization that provides goods and services designed to satisfy customers' needs. The objective of the course 'Management Tools and Principles' is to acquire a detailed understanding of what a firm is, and what is the role of managers inside a firm. The course, which is a fundamental pillar of the Bachelor, will get you ready for the whirlwind tour of the business world that you will undertake during the next years at IE University.

## LEARNING OBJECTIVES

The main objective of the course is to help you develop a business mindset, and to offer you an overview of the core business topics, together with a set of basic principles and tools—think about them as a sort of map—that will guide your learning journey during the next years at IE University. The course has three specific objectives: first, to understand what is the economic environment that a firm faces; second, to understand what a firm is, with a particular emphasis on how it is structured, governed, and on the role played by managers at several levels; third, to dig deeper inside the firm, by understanding its main functional areas and how each of these works. The course will also introduce some basic concepts of business and corporate strategy, ethics and corporate social responsibility, and platform competition in the digital era. Moreover, the course will give you the opportunity to put your knowledge into practice through the discussion of case studies and a final group-project and presentation on a real company. During the course, you will be guided by IE professors with many years of experience in the academic and business world.

## TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	33.33 %	50.0 hours
Discussions	6.67 %	10.0 hours
Exercises in class, Asynchronous sessions, Field Work	6.67 %	10.0 hours
Group work	20.0 %	30.0 hours
Individual studying	33.33 %	50.0 hours
TOTAL	100.0 %	150.0 hours

## PROGRAM

### SESSION 1 (LIVE IN-PERSON)

Part I of the course: the firm and its environment.

- Introduction to the course and to its methodology.
- What is a firm, what are its main functional areas & the roles of management.

*Book Chapters: Business in Action; Chapter 1 (see Bibliography)*

## **SESSION 2 (LIVE IN-PERSON)**

Economic systems, the free-market system & economic measures.

*Book Chapters: Business in Action; Chapter 2 until pg. 92 (See Bibliography)*

## **SESSION 3 (LIVE IN-PERSON)**

Global markets, international trade & international financial system.

*Book Chapters: Business in Action; Chapter 2 from pg. 92 (See Bibliography)*

*Book Chapters: Business in Action: Chapter 3 (See Bibliography)*

## **SESSION 4 (LIVE IN-PERSON)**

Management: from early theories to contemporary approaches.

*Book Chapters: 'Management history module' (Robbins and Coulter, Management, fourteenth edition, pg. 66-79) (ced)*

## **SESSION 5 (LIVE IN-PERSON)**

Ownership, incentives & corporate governance in the modern firm.

*Book Chapters: Business in Action; Chapter 5 (See Bibliography)*

## **SESSION 6 (LIVE IN-PERSON)**

New ventures: creation, growth, and financing.

*Book Chapters: Business in Action; Chapter 6 (See Bibliography)*

## **SESSION 7 (ASYNCHRONOUS)**

Exercises and applications: new venture creation, the Goiko Grill case study.

*Practical Case : Goiko Grill: Managing Culture During Rapid Growth (ENT010098-U-ENG-HTM)*

## **SESSION 8 (LIVE IN-PERSON)**

The managers: functions, roles & skills.

*Book Chapters: Business in Action; Chapter 7 (See Bibliography)*

## **SESSION 9 (LIVE IN-PERSON)**

Fundamentals of business and corporate strategy.

*Book Chapters: 'The concept of strategy' (Grant, Contemporary Strategy Analysis, eleventh edition, pg. 3-26) (available at IE Library)*

## **SESSION 10 (LIVE IN-PERSON)**

Exercises and applications: industry analysis exercise.

*Other / Complementary Documentation: Material provided by the professor*

## **SESSION 11 (LIVE IN-PERSON)**

The organization: workforce, teams & structures / basic principles.

*Book Chapters: Business in Action; Chapter 8 (See Bibliography)*

### **SESSION 12 (LIVE IN-PERSON)**

The organization: workforce, teams & structures\_ part B / types & real examples of organizational structure.

*Book Chapters: Business in Action; Chapter 8 (See Bibliography)*

### **SESSION 13 (LIVE IN-PERSON)**

Exercises and applications: evolving structures simulation.

*Practical Case: Organizational design simulation: Evolving structures (HBS 7140-HTM-ENG)*

### **SESSION 14 (ASYNCHRONOUS)**

Case study: Tony Hsieh at Zappos: Structure, culture and radical change.

*Practical Case: Tony Hsieh at Zappos: Structure, culture and radical change (HBS IN1249-PDF-ENG)*

### **SESSION 15 (LIVE IN-PERSON)**

MIDTERM EXAM

### **SESSION 16 (LIVE IN-PERSON)**

Part II of the course: the functional areas of the firm.

Understanding accounting and financial statements.

*Book Chapters: Business in Action; Chapter 15 (See Bibliography)*

### **SESSION 17 (LIVE IN-PERSON)**

Understanding finance and investment strategies.

*Book Chapters: Business in Action; Chapter 16 (See Bibliography)*

### **SESSION 18 (LIVE IN-PERSON)**

Exercises and applications: accounting and finance.

*Other / Complementary Documentation: Material provided by the professor*

### **SESSION 19 (LIVE IN-PERSON)**

Human Resources / basic principles.

*Book Chapters: Business in Action; Chapter 11 (See Bibliography)*

### **SESSION 20 (LIVE IN-PERSON)**

Human resources \_ part B/employee motivation.

*Book Chapters: Business in Action; Chapter 10 (See Bibliography)*

## **SESSION 21 (LIVE IN-PERSON)**

Marketing.

*Book Chapters: Business in Action; Chapter 12 (See Bibliography)*

## **SESSION 22 (LIVE IN-PERSON)**

Operations.

*Book Chapters: Business in Action; Chapter 9 (See Bibliography)*

## **SESSION 23 (ASYNCHRONOUS)**

Part III of the course: current challenges.

Competing in the age of big data: platforms and ecosystems.

*Book Chapters: 'Welcome to the platform revolution' (Parker et al., Platform Revolution, ch. 1) (ced)*

*Book Chapters: 'The power of platforms' (Parker et al., Platform Revolution, ch. 2) (ced)*

## **SESSION 24 (LIVE IN-PERSON)**

Case study: Walmart Inc. takes on Amazon.com.

*Practical Case: Walmart Inc. takes on Amazon.com (HBS 718481-PDF-ENG)*

## **SESSION 25 (LIVE IN-PERSON)**

Artificial intelligence and the future of business.

*Technical note & tutorials: Machine Learning (IST020075-U-ENG-HTM)*

## **SESSION 26 (LIVE IN-PERSON)**

Fundamentals of ethics and corporate social responsibility.

*Book Chapters: Business in Action; Chapter 4 (See Bibliography)*

## **SESSION 27 (LIVE IN-PERSON)**

Open topic chosen by the professor.

## **SESSION 28 (LIVE IN-PERSON)**

Group project: presentations.

## **SESSION 29 (LIVE IN-PERSON)**

Group project: presentations (part B).

## **SESSION 30 (LIVE IN-PERSON)**

FINAL EXAM

## **EVALUATION CRITERIA**

### Midterm and final exam

The midterm exam will take place in session 15 and cover the first part of the course. The final exam will take place in session 30 and cover the entire course. To pass the course, the student needs to get a grade of at least 5 in the final exam. Just attending classes, taking notes, reading slides, and participating with some questions is not enough for passing the course: all the students are expected to study the materials. A common exam, a common set of solutions and common grading criteria will be implemented for all the different groups taking the course at IE University.

### Group project

The group project will consist in a final report and presentation. More details about the group project will be provided at the beginning of the course. Peer-to-peer grading checks will be implemented to avoid free-riding behaviour.

### Class participation

Three main criteria will be used in reaching judgment about your class participation:

- Depth and Quality of Contribution. The most important dimension of participation concerns what you are saying. A high-quality comment reveals depth of insight, rigorous use of case evidence, consistency of argument, and realism.
- Moving Your Peers' Understanding Forward. Great ideas can be lost through poor presentation. A high-quality presentation of ideas must consider the relevance and timing of comments, and the flow and content of the ensuing class discussion. It demands comments that are concise and clear, and that are conveyed with a spirit of involvement in the discussion at hand.
- Frequency. Frequency refers to the attainment of a threshold quantity of contributions that is sufficient for making a reliable assessment of comment quality. The logic is simple: if contributions are too few, one cannot reliably assess the quality of your remarks. However, once threshold quantity has been achieved, simply increasing the number of times you talk does not automatically improve your evaluation. Beyond the threshold, it is the quality of your comments that must improve. In particular, one must be especially careful that in claiming more than a fair share of "airtime", quality is not sacrificed for quantity. Finally, your attempts at participation should not be such that the instructor has to "go looking for you". You should be attempting to get into the debate on a regular basis.

### Assignments

Your participation during the practical sessions will be evaluated through mini-quizzes, assignments, exercises and forum posts. More details will be provided by the professor during the course.

criteria	percentage	Learning Objectives	Comments
Final Exam	50 %		Final exam
Class Participation	10 %		Class participation
Group Work	20 %		Group project
Individual work	10 %		Assignments
Intermediate tests	10 %		Midterm exam

### RE-SIT / RE-TAKE POLICY

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or "re-sit") in June/July.

Students who do not comply with the 70% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

- Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).
- It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)
- The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., “notable” in the extraordinary call.
- Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend a review session (whether it be a final exam, a final project, or the final overall grade in a given course). Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

- Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.
- In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

## **BIBLIOGRAPHY**

### **Compulsory**

- Courtland L. Bovee and John V. Thill. (2019). *Business in Action*. 9th edition. Pearson. ISBN 9781292330969 (Printed)

Additional readings, such as cases and external book chapters, are indicated under the corresponding session in the syllabus

<https://www.ie.edu/ieliquidpages/business-management-fundamentals/>

## **Recommended**

- Stephen P. Robbins , Mary A. Coulter. *Management*. 14th. Pearson. ISBN 0134527607 (Digital)

- Geoffrey Parker et al. (2017). *Platform revolution*. W. W. Norton & Company. ISBN 0393354350 (Digital)

- Robert M. Grant. *Contemporary Strategy Analysis*. John Wiley & Sons Inc. ISBN 1119815231 (Digital)

## **BEHAVIOR RULES**

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

## **ATTENDANCE POLICY**

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

## **ETHICAL POLICY**

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.