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## MANAGEMENT TOOLS & PRINCIPLES

**Dual Degree in Business Administration and Design/Dual  
Degree in Business Administration and Design BBABID SEP-  
2024 MANn-NBAD.1.S.A**

Area Strategy

Number of sessions: 30

Academic year: 24-25

Degree course: FIRST

Number of credits: 6.0

Semester: 1º

Category: BASIC

Language: English

Professor: **RAFAEL MENCHERO ESCUDERO**

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**CEO and Founder (fiovana consulting), Adjunct Professor of  
Entrepreneurship (IE University) and VentureLab Mentor and Advisor (IE  
Business School)**

Rafael Menchero is Senior Executive with 15+ years in business management and strategy consulting, leading challenges in different sectors (Telecom, Technology, Banking, Insurance, Industry and Public Sector). With a wide experience in International Project Management, in Europe and Latin America, with a deep knowledge and expertise in management, business and value approaches, Digital Transformation, IT, Processes, Customer Experience and data-driven models, managing and developing people and cross-functional and international teams.

Currently CEO and Founder of fiovana consulting. Senior Executive Advisor on Strategy and Innovation, Entrepreneur and investor, Member of several Board of Directors in successful startups, Member of the Industry 4.0 Commission at Engineering Council of Madrid (Spain), Adjunct Professor at IE University, Mentor at VentureLab IE Business School and visiting professor at EOI (Spain).

Msc+Bsc Industrial Engineer, MBA from IE Business School, PhD Candidate in Industrial Engineering and Master in Engineering and Industrial Management, complements his education with executive programs in Sales, Corporate Finance, Artificial Intelligence (AI), Negotiation, Competitive Strategy and Strategic Organizational Design.

His interests are focused on start-ups, corporate innovation, venture capital, and design thinking

### Office Hours

Office hours will be on request. Please contact at:

[rmenchero@faculty.ie.edu](mailto:rmenchero@faculty.ie.edu)

## 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 that will guide your learning journey during the next years at IE University. The course has three specific objectives:

- to understand what is the economic environment that a firm faces
- to understand what is a firm, with a particular emphasis on how it is structured, governed, and on the role played by its managers at several levels
- to learn how to manage organizations by clearly understanding their main functional areas and how each of these works.
- to introduce essential concepts of business and corporate strategy, ethics and corporate social responsibility, and platform competition in the digital era.

Moreover, the course will give the student 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	33.3 %	50.0 hours
Discussions	6.7 %	10.0 hours
Exercises in class, Asynchronous sessions, Field Work	6.7 %	10.0 hours
Group work	20.0 %	30.0 hours
Individual studying	33.3 %	50.0 hours
TOTAL	100.0 %	150.0 hours

## **AI POLICY**

AI is a tool, but one that you need to acknowledge using. Failure to do so is in violation of academic honesty policies. Acknowledging the use of AI will not impact your grade.

Suggested format to acknowledge the use of generative AI tools:

I acknowledge the use of [AI systems link] to [specify how you used generative AI]. The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work].

If you have chosen not to include any AI generated content in your assignment, the following disclosure is recommended:

No content generated by AI technologies has been used in this assignment.

## **PROGRAM**

### **SESSION 1 (LIVE IN-PERSON)**

#### **Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

Introduction to the course. Learning objectives and Methodology and Expectations. Grading. Team Formation. Team Project.

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

#### **Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

-What is a firm, what are its main functional areas & the roles of management.

*Book Chapters: Chapter 1 (see Bibliography)*

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

#### **Sustainability Topics:**

- Social Challenge
- Economic Development

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

*Book Chapters: Chapter 2*

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

#### **Sustainability Topics:**

- Economic Development

-Global markets, international trade & international financial system

*Book Chapters: Chapter 3 (See Bibliography)*

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

### **Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

-Fundamentals of Strategy Part I

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

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

### **Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

Fundamentals of Strategy Part II. Environment Analysis, Industry Analysis, Value Chain, Growth Strategies.

Reading: Professor's Notes

## **SESSION 7 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Governance

-Ownership, incentives & corporate governance in the modern firm

*Book Chapters: Chapter 5 (See Bibliography)*

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

### **Sustainability Topics:**

- Economic Development

-New ventures: creation, growth, and financing

*Book Chapters: Chapter 6 (See Bibliography)*

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

### **Sustainability Topics:**

- Social Challenge
- Economic Development

-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 10 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Governance
- Social Challenge

-The managers: functions, roles & skills

*Book Chapters: Chapter 7 (See Bibliography)*

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

### **Sustainability Topics:**

- Governance
- Economic Development

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

*Book Chapters: Chapter 8 (See Bibliography)*

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

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge

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

*Book Chapters: Chapter 8 (See Bibliography)*

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

Open topic. Chosen by each professor.

Reading: Professor Notes.

## **SESSION 14 (LIVE IN-PERSON)**

MIDTERM

Multiple choice. Includes all materials, slides and readings up to session 13.

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

### **Sustainability Topics:**

- Governance

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

-Understanding accounting and financial statements

*Book Chapters: Chapter 15 (See Bibliography)*

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

### **Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

-Understanding finance and investment strategies

*Book Chapters: Chapter 16 (See Bibliography)*

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

-Exercises and applications: accounting and finance

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

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

### **Sustainability Topics:**

- Governance
- Social Challenge

-Human Resources / basic principles

*Book Chapters: Chapter 11 (See Bibliography)*

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

### **Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

-Human resources \_ part B/employee motivation

*Book Chapters: Chapter 10 (See Bibliography)*

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

Coaching Session for Team's Projects.

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

### **Sustainability Topics:**

- Environment
- Governance
- Economic Development

-Marketing

*Book Chapters: Chapter 12 (See Bibliography)*

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

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

-Operations

*Book Chapters: Chapter 9 (See Bibliography)*

## **SESSION 23 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

Part III of the course: current challenges

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

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

*Book Chapters: 'Welcome to the platform revolution' & 'The power of platforms' (Parker et al., Platform Revolution, ch. 2) (ced)*

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

### **Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

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

*Practical Case: 'Walmart Inc. takes on Amazon.com (2021)' (HBS 718481-PDF-ENG)*

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

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge

-Artificial intelligence and the future of business

*Technical note: Generative AI: Reimagining Business Beyond Chat GPT (HBS W34550-PDF-ENG)*

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

### **Sustainability Topics:**

- Governance
- Social Challenge
- Economic Development

-Fundamentals of Ethics, Corporate Social Responsibility and ESG.

*Book Chapters: Chapter 4 (See Bibliography)*

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

Overview of course session. Preparing for group presentations. Preparing for the final exam.

## **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**

<b>criteria</b>	<b>percentage</b>	<b>Learning Objectives</b>	<b>Comments</b>
Final Exam	50 %		Final Exam
Midterm Exam	10 %		Midterm Exam
Case Study	20 %		Group Project
Class Participation	20 %		Class Participation

## **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 80% 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.

### **Midterm and Final Exams**

The Midterm Exam will take place in **session 14** and cover up to session 14 of the course. The Final Exam will take place in session 30 and cover the **entire content of the course (all sessions)**. 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 carefully. 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.

### **Case Study-Group project**

The class will be divided into groups. Each 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.

### **Class participation**

Criteria will be used to grade your class participation:

- Depth and Quality of Contribution. Demonstrate having read the materials in advance of the session.

- 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. 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.

Very short Pop-Quizzes (unannounced) may take place at the professor's discretion in any session to ensure students prepare the readings for the session IN ADVANCE. These quizzes will count towards individual participation. If a student misses a quiz, regardless of the circumstances, it will not be repeated: attendance is mandatory at IE.

#### **Peer Evaluation**

Peer-to-peer evaluation will be implemented to avoid free-riding behaviour.

### **BIBLIOGRAPHY**

#### **Compulsory**

- Courtland L. Bovee and John V. Thill. *Business in Action*. EDITION 9. Pearson. ISBN 9781292330969 (Digital)

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

### **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.