

MANAGEMENT TOOLS & PRINCIPLES

IE University

Professor: **MARIANO MASTROGIORGIO**

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Academic year: 22-23

Degree course: FIRST

Semester: 1^o

Category: **COMPULSORY**

Number of credits: 4.0

Language: English

PREREQUISITES

There are no mandatory prerequisites for this course.

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.

OBJECTIVES AND SKILLS

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.

METHODOLOGY

The course will combine several teaching methodologies. It will consist in face-to-face lectures in class, case study discussions, asynchronous sessions, test-your-knowledge exercises and a final group project and presentation. Active participation from all the students will be highly encouraged, consistently with the teaching methodology of IE University.

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	30.0 %	30 hours
Discussions	10.0 %	10 hours
Exercises	10.0 %	10 hours
Group work	10.0 %	10 hours
Other individual studying	40.0 %	40 hours
TOTAL	100.0 %	100 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

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

Book Chapters: Chapter 1 (See Bibliography)

SESSION 2 (LIVE IN-PERSON)

-The firm-part b. Management: from early theories to contemporary approaches

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

SESSION 3 (LIVE IN-PERSON)

-The firm-part c. Ownership, incentives & corporate governance in the modern firm

Book Chapters: Chapter 5 (See Bibliography)

SESSION 4 (LIVE IN-PERSON)

-The firm's environment-part a. Economic systems, the free-market system & economic measures

Book Chapters: Chapter 2 until pg. 92 (See Bibliography)

SESSION 5 (LIVE IN-PERSON)

-The firm's environment-part b. Global markets, international trade & international financial system

Book Chapters: Chapter 2 from pg. 92 and Chapter 3 (See Bibliography)

SESSION 6 (LIVE IN-PERSON)

-The managers: functions, roles & skills

Book Chapters: Chapter 7 (See Bibliography)

SESSION 7 (LIVE IN-PERSON)

-Fundamentals of business and corporate strategy

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

SESSION 8 (LIVE IN-PERSON)

-The organization: workforce, teams & structures

Book Chapters: Chapter 8 (See Bibliography)

SESSION 9 (ASYNCHRONOUS)

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

Practical Case: 'Tony Hsieh at Zappos: Structure, culture and radical change (2016)' (HBS IN1249-PDF-ENG)

SESSION 10 (LIVE IN-PERSON)

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

-Finance and accounting-part a. Understanding accounting and financial statements

Book Chapters: Chapter 15 (See Bibliography)

SESSION 11 (LIVE IN-PERSON)

-Finance and accounting-part b. Understanding finance and investment strategies

Book Chapters: Chapter 16 (See Bibliography)

SESSION 12 (LIVE IN-PERSON)

-Human Resources

Book Chapters: Chapter 11, Chapter 10 (See Bibliography)

SESSION 13 (LIVE IN-PERSON)

-Marketing

Book Chapters: Chapter 12 (See Bibliography)

SESSION 14 (LIVE IN-PERSON)

-Operations

Book Chapters: Chapter 9 (See Bibliography)

SESSION 15 (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' & 'The power of platforms' (Parker et al., Platform Revolution, ch. 1 and 2) (ced)

SESSION 16 (LIVE IN-PERSON)

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

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

SESSION 17 (LIVE IN-PERSON)

-Fundamentals of ethics and corporate social responsibility

Book Chapters: Chapter 4 (See Bibliography)

SESSION 18 (LIVE IN-PERSON)

-Open topic chosen by the professor

SESSION 19 (LIVE IN-PERSON)

-Group project: presentations

SESSION 20 (LIVE IN-PERSON)

FINAL EXAM

BIBLIOGRAPHY

Compulsory

- Courtland L. Bovee and John V. Thill. *'Business in Action', Ninth edition.*

PEARSON editors. ISBN 9781292330969 (Digital)

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

EVALUATION CRITERIA

Criteria	Percentage	Comments
Final Exam	50 %	
Group Project	20 %	
Class Participation	10 %	
'Test-your-skills' mock test	5 %	
Assignments	15 %	

Final exam

The final exam will take place in session 20. 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 read 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. The students will have the opportunity to test their intermediate preparation through a **mock test** after the first half of the course.

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 active participation during sessions 9 (Zappos case), 16 (Walmart case) and 15 (platforms) will be evaluated through mini-quizzes, assignments, and forum posts. More details will be provided by each professor during the course.

RETAKE 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 reenrolled 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.

PROFESSOR BIO

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Mariano Mastrogiorgio is a full-time professor of management at IE Business School, Department of Strategy. He is the subject coordinator of Management Tools and Principles. He holds a PhD in Business Administration and Quantitative Methods from Universidad Carlos III de Madrid, Department of Management. He has been visiting researcher at New York University Stern School of Business and visiting professor at LUISS Guido Carlo University. He holds a Master of Science in Business Administration and Quantitative Methods from Universidad Carlos III de Madrid, a Master of Science in Economics and Social Sciences from Bocconi University, and a Bachelor in Economics and Social Sciences from Bocconi University. His research lies in the broad areas of strategy and innovation, at the intersection of technology evolution studies, complexity economics and quantitative patent analysis. His work has been published in top international journals like Organization Science, the Journal of Management Studies, Research Policy, Industrial and Corporate Change, Technovation and the Oxford University Press.

OTHER INFORMATION

The course coordinator is prof. Mariano Mastrogiorgio: mmastrogiorgio@faculty.ie.edu