Brandeis University  
International Business School  

Spring Semester 2016  
Functions of the Capitalist Enterprise  
BUS 10A-3  

Tuesdays & Fridays  
12:30 – 1:50 pm  
Room TBA

Instructor: Sharon Thomas  
Office: Sachar 11B, downstairs from study area  
Hours: Tuesdays and Fridays from 9:30-noon  
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Email: sathomas@brandeis.edu

Prerequisite: BUS 6A, which may be taken concurrently


Course Description  
This course is an integral part of the Business major. We will use readings and case studies to understand and build a framework for addressing key management issues. We’ll review the key functions of managers: marketing, operations, finance, corporate strategy and organizational behavior. Then we’ll apply this learning in two general areas: global business and a business in crisis/facing a problem. Finally, we’ll briefly address business ethics, an important consideration throughout.

Learning Goals & Outcomes  
- To understand the fundamental issues facing business managers and the interrelationships among them.
- To learn the terms and meanings of various aspects/functions of business and the basic methodologies across those functions.
- To analyze a case and be an active participant in a case study discussion including making a persuasive argument and responding to other viewpoints.
- To develop presentation development skills, oral presentation skills and business writing skills.
- To learn or continue fluency with EXCEL.
Workload Expectation
As this is a four-credit course, you are expected to spend a minimum of 9 hours of study time per week in preparation for class (readings, cases, discussion questions, homework, research, etc.).

Course Approach
This class uses readings, case studies, EXCEL exercises and lectures to explore key business issues. Given the nature of these topics, class participation is extremely important. Preparing before class, asking questions and contributing to discussions is the only way to truly engage in the material and learn. In some sessions I will present new concepts and unless you have read the material assigned for that day, you will not benefit from my viewpoint and examples. In other sessions we will analyze and solve business problems from an assigned case study and we will use our time together in the classroom to build a framework to understand the business problem and to hear and challenge each others’ viewpoints.

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 at the start of the term.

Academic Integrity
You are expected to be honest in all of your academic work. Please consult Brandeis University Rights and Responsibilities for all policies and procedures related to academic integrity. Students may be required to submit work to TurnItIn.com software to verify originality. Allegations of alleged academic dishonesty will be forwarded to the Director of Academic Integrity. Sanctions for academic dishonesty can include failing grades and/or suspension from the university. Citation and research assistance can be found at LTS - Library guides

Grading Components
For the purpose of grading, participation and assignments will be weighted as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>25%</td>
</tr>
<tr>
<td>The Fashion Channel assignment</td>
<td>5%</td>
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<tr>
<td>Cafeteria Day assignment*</td>
<td>5%</td>
</tr>
<tr>
<td>EXCEL self-teaching assignment</td>
<td>2%</td>
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<tr>
<td>EXCEL homework assignments (2)</td>
<td>3% (1.5% each)</td>
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<tr>
<td>Midterm Exam</td>
<td>25%</td>
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<tr>
<td>Globalization Presentation*</td>
<td>10%</td>
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<tr>
<td>Final Paper*</td>
<td>25%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>100%</td>
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*done as a member of a team
**A Note on Class Participation:** Students are expected to attend every class and participate on a regular basis. Less value will be placed on the quantity of your contributions than on their quality. What is most important is to stay on topic and engaged in the discussion. Questions are welcomed and will often help other students. For some students speaking out can be difficult. If you are hesitant to participate in class, please come to see me and I will work with you.

*Absence from three or more classes can result in a failing participation grade for this course. If you have to miss class for any reason, please notify me in advance.*

Laptops, cell phones and other electronic devices are NOT allowed in this class. Sadly, past students just couldn’t stop themselves from surfing the web, checking email and Facebook and more during class. There will be exceptions for EXCEL assignments and other reasons if we agree on it in advance.

Please select your seat for the semester by the start of the second class, and use a name card, at least for the first several sessions.

**A Final Important Note on Email:** Unlike some other professors, I will not receive papers via email (Your TA will receive EXCEL files as specified from time to time.) If I have asked you to print and submit something, it will be due to me at the start of class and I expect you to come in with it printed to give to me. I do not want it on email and I do not want you to go print it after class. Those will be considered late and marked down. Planning ahead is an important part of meeting deliverables and good business practice.
Calendar & Assignments

Class #1:  Introduction/Business Management  Fri, 1/15

Reading:  Topic 2, Managing the Business

Assignment:  Go to www.kelloggs.com. Look at the home page for about 20 seconds and write down your immediate reactions. Then click on “Who We Are” (upper right) and “Marketplace Commitment”. Record your reactions to their “Promise to You”.

Discussion:
• Review of course, syllabus and assignments
• Introductions
• Begin discussion of Kellogg’s and the reading

Class #2:  Business Management  Tues, 1/19

Reading:  Topic 2, Managing the Business

Assignment:  Go to www.starbucks.com. Compare it to the Kellogg’s site in terms of look and feel. Find the Starbucks mission statement. What’s the message they are sending? Look for the Kellogg’s mission statement on their site.

Discussion:
• Starbucks and the reading

Class #3:  Marketing  Fri, 1/22

Readings:  -Topic 5, Marketing Processes and Consumer Behavior
- A Guide to Case Analysis (see LATTE)

Assignment:  See LATTE for EXCEL self-teaching assignment. Sign in and get started. Deliverables due at later dates.

Discussion:
• How would you apply the concepts in the reading to Kellogg’s? Evaluate its marketing mix. Which element of the Four P’s is most important to the company?

Class #4:  Marketing  Tues, 1/26

Readings:  -Topic 6, Developing and Pricing Products
- Topic 7, Distributing and Promoting Products


Discussion:

- Describe the four stages of the product life cycle and the marketing mix that is used in each. Give me an example of a product in each stage (not using the examples in the reading)?
- Choose a product and analyze pricing objectives for it. What information would you want if you were going to adopt a profit-maximizing objective? Market share objective?
- Give me an example of companies that sell through the four distribution channels (not using the examples in the reading).

Class #5: Marketing  Fri, 1/29

Reading: Case, Reebok International Limited (page 265)

Discussion:

- How do consumers buy athletic footwear? How is the market segmented?
- Why has Reebok been successful? Where is the company weak?
- What do you like or dislike about the proposed 1988 communications program?

Class #6: Marketing  Tues, 2/2

Reading: Case, The Fashion Channel (page 291)

DUE: The Fashion Channel assignment (see LATTE)

Discussion:

- How would you interpret the consumer and market data if you were Wheeler?
- What are the segmentation options and what are the pros and cons of each?
- What would you recommend and how would you manage the discussion and meeting to lead the group your way?

Class #7: Operations  Fri, 2/5

Reading: Topic 3, Operations Management and Quality for Producing Goods and Services

DUE: Teams for Cafeteria Assignment and your choice of cafeteria or store

Discussion:

- Think about assembly lines or processes you encounter every day. What is an example of a simple operation? More complex?
- Imagine you are on a factory work floor. What issues do you think you would encounter that can be planned for but not controlled?
Class #8: Operations Tues, 2/9

Reading: Case, Benihana of Tokyo (page 303)

DUE: EXCEL self-learning Part 1

Discussion:
- What is the Benihana concept and what attracts customers to its restaurant?
- How does Benihana’s cost structure differ from that of a typical sit-down restaurant?
- Draw a process flow diagram: how do customers pass through the system, where are key food operations done, how is food handled, etc. Which major design choices generate operating efficiencies?

Class #9: Operations Fri, 2/12

DUE: Cafeteria Day Presentations: a paper copy of all slides is due at the start of class (see LATTE for all of the other details of this assignment)

**NO CLASS on Tuesday, 2/16 and Friday, 2/19, Midterm Recess, enjoy!**

Class #10: Finance, Guest Lecturer: Professor Bayone Tues, 2/23

DUE: EXCEL self-learning Part 2


In the "View" box, change "All Filings" to "Annual". Now, download the EXCEL file for the 2015 "10-K/annual report"

Get data from the Income Statement and Balance Sheet which appear after Table 15.

Create a new 3-tab EXCEL file comprised of the I/S, B/S and a chart **using formulas** to compare 2013 and 2014 for three items, which we define for you:

- **Operating Margin** as "Operating Profit/Sales"
- **Current Ratio** as "Current Assets/Current Liabilities"
- **Leverage** as "Total Liabilities/Total Equity"

Hint: Every cell should not have numbers entered manually. It may be helpful to create a data section at the top of your calculations sheet that is referenced for ratio calculations.

*Please bring your laptop to class or at the very least a copy of your file.*
Class #11  Finance, Guest Lecturer: Jason Bernard  Fri, 2/26

Topic:  Jason Bernard is Associate Director of Academic Technology, IBS and he will teach you about the various financial databases available here at Brandeis. You will need to use them in your projects and final paper.

Class #12:  Finance  Tues, 3/1

Case:  Clarkson Lumber Company (page 321)

DUE:  EXCEL homework assignment (see LATTE)

Discussion:
- Why does this profitable company need to borrow money?
- How has Clarkson met the financing needs of the company over the past few years?
- During this period, has the financial strength of the company improved or deteriorated?

Class #13:  Corporate Strategy  Fri, 3/4

Reading:  Topic 13, The Five Competitive Forces that Shape Strategy

DUE:  Teams and topics (one page summary) for the Final Paper (See LATTE)

Discussion:
- TBD
- TBD

Class #14  Corporate Strategy  Tues, 3/8

Reading:  Case, Crown Cork & Seal in 1989 (page 327)

Discussion:
- How well did Crown Cork & Seal do under Connelly? What were the keys to the company’s success?
- Analyze the metal container industry using Porter’s Five Forces model.
- What strategic issues does Avery need to consider? What are his options?
Class #15: Organizational Behavior  Fri, 3/11

Reading:  Topic 4, Leadership and Decision Making

Discussion:
- Think of a great leader you have known personally (not necessarily in a business setting) and what makes him/her effective. Think of a world leader and compare the two.
- TBD

Class #16: Organizational Behavior  Tues, 3/15

Reading:  Case, Taran Swan at Nickelodeon Latin America (A), page 373

Discussion:
- How would you describe the culture at Nickelodeon Latin America? How did Swan go about building that culture?
- Describe Swan’s leadership style and what impact you think it had on the corporate culture.
- What should she do at the end of the case?

Class #17: Mid Term Exam  Fri, 3/18

Class #18: Real Estate  Tues, 3/22

Reading:  See LATTE

Discussion:
- TBD (also on LATTE)

Class #19: Real Estate  Tues, 3/29

Reading:  Case, Pickney Street

DUE:  EXCEL homework assignment (see LATTE)

Discussion:
- How did Banay search for property? For a mortgage?

NO CLASS on Friday, March 25, enjoy!
• How would you evaluate the Pickney Street property? What are the risks and rewards?
• How do the numbers look? Should he make this investment? (Use homework for this.)

Class #20:  Global  Fri, 4/1

Reading:  See LATTE

Discussion:
• TBD (also on LATTE)

Class #21:  Global  Tues, 4/5

Reading:  Case, Teva Pharmaceutical Industries, Ltd (page 435)

DUE:  Teams and topics for the Globalization Presentations (see LATTE)

Discussion:
• How did Teva succeed in Israel? Why did such a company emerge there?
• If you were CEO, which markets would you develop moving forward?

Class #22:  Global  Fri, 4/8

Reading:  Case, Levendary Café: The China Challenge (page 421)

Discussion:
• What is your evaluation of the way Levendary Café has entered the China market?
• What changes should Foster make, what should she do about Chen and what can she change at HQ? How can she deal with the need for continued growth?

Class #23:  Global  Tues, 4/12

DUE:  Global Presentations: a paper copy of ALL slides is due at the start of class (for presentations today AND Friday). Each team must hand me one copy of your presentation on the way in.

Discussion:  Presentations

Class #24:  Global  Fri, 4/15

Discussion:  Presentations
Class #25: Ethics Tues, 4/19

Reading: Topic 1, Understanding Business Ethics and Social Responsibility

Discussion:
- Think of a current day company that incorporates social responsibility into their business. How do they do it? How does it impact their financials? How does it influence you and consumer behavior more generally?
- TBD

Class #26: Ethics Thurs, 4/21*

DUE: Final papers are due at the start of class (printed)
Reading: Case, Parable of the Sadhu (page 505)

Discussion:
- Why does McCoy now feel the way he does? What responsibilities did he have?
- Did he do the right thing? Why do you think he acted the way he did?

*note change of day from Friday to Thursday