

MBA 209f

Fundamentals of Business

Spring 2012 (3 units)

Eli Kass, Dennis Geyer, David Robinson

Course reserves are on BSpace for MBA 209f

Class Meets Wednesdays 6:10 - 9:00 p.m.

Arthur Andersen Auditorium, F 295 Haas School

Course Overview

MBA-296 is taught in 3, five-week modules. There are three instructors, one of whom will be responsible for each module. Each Module has a short paper and a take-home exam. For each module, the instructor will give you an additional syllabus that will outline the paper topic, specific readings and topics.

While some students may go on to further study in business, the course is designed to be freestanding. There are no prerequisites – the level of instruction assumes you are a Berkeley graduate student.

Instructor	e-mail (the best way to contact us)
Edward (Eli) Kass	edward_kass@haas.berkeley.edu
Dennis Geyer	dgeyer@haas.berkeley.edu
David Robinson * Office F 512 Haas	robinson@haas.berkeley.edu
Readers:	
Diego Otarola	diego_otarola@mba.berkeley.edu
Jaime Szigethi	jaime_szigethi@mba.berkeley.edu

* David Robinson serves as **Course Manager**. If you have any administrative questions about the course (such as enrollment or exam scheduling), he's the one to contact.

Module Calendar Note: This is a graduate class and meets 15 weeks

Module	Topic/Instructor	Lectures	Take home exam Due Date 6:00 p.m.
1	Delighting Customers: Marketing and strategy David Robinson	1/19 – 2/16	Tuesday 2/22
2	Accounting and Finance Dennis Geyer	2/23 – 3/30 [3/23 is Spr Break]	Monday 4/4
3	Managing people in organizations Eli Kass	4/6 – 5/4	Monday 5/9

Texts

1. *Required* For David Robinson's Module, there are two business cases to buy from Study.net online (See Module Syllabus for how to purchase).

For this Module, there is *no required text*—you will be able to successfully complete the exam and paper from the lecture notes. However, students who know that they will be going into a job where greater depth of knowledge of Marketing would be an advantage should consider:

Any recent edition of Phillip Kotler's *Marketing Management*" is *recommended* as a useful reference. The current edition is Kotler, P. & Keller, K. L. *Marketing Management, 14/e* Prentice Hall, 2011, but used copies of 13/e or Kotler, P. "Marketing Management 12/e or 11/e" would be acceptable for general principles and they can be found very cheaply on the Internet.

For students who are interested in entrepreneurial ventures I *strongly recommend* the following book:

Business Model Generation, Osterwalder, A. & Pigneur, Y.
Wiley, 2010 ISBN-10 0470876417 ISBN-13 978-0470876411

For *further reading* in Marketing, there is also a list of general interest marketing books on the instructor's website:
<http://faculty.haas.berkeley.edu/robinson/>

2. For **Prof. Geyer's Module**, this textbook is *strongly recommended*.

Finance & Accounting for Nonfinancial Managers,
William G. Droms & Jay O. Wright, Basic Books, 6th Ed. 2010
ISBN-10: 0465018491 ISBN-13: 978-0465018499
Also available as a KINDLE edition.

3. For **Prof. Kass' Module**, there is no required text. All readings and cases will be available either on study.net, bspace, or distributed in class.

For students interested in Organizational Behavior, I recommend this text: Jennifer M. George & Gareth R. Jones, *Understanding and Managing Organizational Behavior*, Prentice Hall. The 5th edition is still quite good and can be found easily and cheaply because they have recently released the 6th edition.

Recommended additional reading:

Getting in the habit of regularly reading a business periodical will greatly aid your learning. The gold standard is daily reading of the WALL STREET JOURNAL – probably more than most course members will want to aim for. BUSINESS WEEK has improved greatly since it was recently acquired by BLOOMBERG. THE ECONOMIST has a good world view and a much better writing style. Lastly, the Sunday NEW YORK TIMES *Business Section* has an excellent week-in-review section which is a good overview for those who don't want too much information.

Learning Objectives

When you have completed this course you will

1. Understand the functional areas of business
2. Be familiar with the vocabulary and key concepts used by managers in business
3. Understand the schemes of planning and analysis that managers use
4. Know the sources of information managers use for decision making
5. Appreciate how managers make decisions under conditions of uncertainty.

Work Products

Exams Each of the three modules will end with a take-home examination that will test only the work of that module. There is no cumulative final exam. The exams will cover assigned readings including any additional articles handed out in class, but not material specifically covered in the module paper. Each of the instructors will give you an idea of the type of exam to expect, and some practice questions.

Due date and delivery: The exams will be handed out at the last class of each module. The exams will be due **on paper** hand-delivered to the Course Manager's office F 512 Haas School (place under the door) by 6 p.m. on the due date (see page 1).

Note on non-traditional delivery We expect exams and papers to be delivered in person on paper. In general, we will not accept e-mail submission (*rationale:* It is burdensome to expect the graders to print out more than 100 papers). However, in exceptional circumstances of documentable infeasibility (e.g., scheduled job interviews, hospitalization) we will accept e-mail submission when agreed in advance before the deadline; e-mail the course well in advance Reader for permission.

Module papers The syllabus for each module will pose a question on which you are asked to write a short, individual paper, which is due at the beginning of class on the date shown in the syllabus. You may discuss the topic with anyone you wish *before you begin to write*, but once your fingers touch the keyboard, the work should be entirely your own, including editing.

You are welcome to do additional research beyond course materials to find facts that support your reasoning. However, the papers should not require extensive library research. Please end-note sources (in any reasonable format) for quotations.

Format: Your papers should be word-processed, one to two pages long, identified with your name exactly as on the Registrar's roll and your SID in the top-right margin of the first page. Margins should be 1 inch on all sides; use single spacing within paragraphs, double spacing between paragraphs in a serif font (e.g. Garamond, Book Antiqua) point size of 12 or greater – that is, exactly like this syllabus. You may append any number of exhibits. Please do not use a cover page or binder.

Business writing style: Business people use a short, concise direct writing style (BUSINESS WEEK and the WALL STREET JOURNAL are models). It's different from writing an essay for English class in college. Early in the semester, the course Readers will offer a brief presentation to help you learn this style.

Due Date: Papers are due on paper in class on the date shown in the Module syllabus.

Summary of Grading

Your final score in the course will consist of the following:

Three exams at 20 each	60
Three term papers at 10	30
Total	90

When the total scores have been calculated, we will rank the class and award letter grades according to the grading policy adopted by the Haas School for elective classes with a mean of 3.4.

Policies

Cell phones and Internet Please make sure your cell phone is shut off and do not surf the Internet during class – this can be very distracting to other students.

Eating in class Although the class meets in the evening, eating during lectures can be distracting to other class members. Please plan your day so that you eat before or after class.

Late work Late work is hard to grade fairly. Late papers and exams without a documented medical excuse take a 10 percent penalty from total possible score for each day, or part of day late.

Absence All graduate students have important interests and commitments outside of the program. However, because this course meets only one day a week absence from a single day of lectures will greatly impede your ability to successfully complete the exams.

e-mail e-mail is the preferred method of communication at Haas. You will automatically be enrolled in a course alias that uses whichever e-mail address you submitted on BearFacts. If we send you an e-mail to your registered address you are deemed to have received it. You can reach any member of the instructional team by the e-mail address shown on page 1 of this syllabus.

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Timetable

	Date Wednes	Module	Preliminary Topic List
1	1/18	1 Marketing	Marketing strategy planning Identifying attractive markets and delighting customers
2	1/25		Product development and product management
3	2/1		Pricing strategy and channels of distribution ➔ Module paper due in class
4	2/8		Promotion
5	2/15		Competitive strategies and managing risk ➔ Take home exam due Tuesday 2/21
6	2/22	2 Fin/Acct	Understanding Financial Reports
7	2/29		Analyzing Financial Reports
8	3/7		Profit Planning, Cost & Capital Structure ➔ Module paper due in class
9	3/14		Discounted Cash Flow & Investing Decisions
10	3/21 [3/28 is Spr Break]		Budgeting & Financing Decisions ➔ Take home exam due Monday 4/2
11	4/4	3 Management	The challenge of motivating people I
12	4/11		The challenge of motivating people II and Leveraging organizational culture
13	4/18		Making effective decisions under conditions of uncertainty ➔ Module paper due in class
14	4/25		Surviving and Thriving in Groups and Teams
15	5/2		Leadership and using power and influence to accomplish goals ➔ Take home exam due Monday 5/7