



Escola Superior de Comércio Internacional



BUSINESS ECONOMICS I

SECOND TERM. ACADEMIC YEAR 2010-2011

TIMETABLE:

Monday, 14:30 -16:45

Tuesday, 14:30 -16:45

Course Description and Objectives

The aim of this course is to provide an overview of a broad array of concepts as currently applied to complex organizations. The course is organized around main tasks of managers: planning, organizing, controlling and leading. Topics covered throughout the course include the nature of management, models of organizational structure and design, leadership, job design and composition, employee motivation and performance. These topics are fundamental in our understanding of organizations and will provide a conceptual framework for future insights in those concepts.

For a profound understanding of the concepts to be covered throughout the course, we will combine theoretical explanations during lectures with real life examples to illustrate the implications and uses of these concepts for organizations and organizational members.

Course Content and Outline

1. Introduction
 - a. Management: an overview
 - i. What do managers do? Types and roles
 - ii. Why management matters
 - b. Ethics and social responsibility
2. Planning
 - a. Essential elements of strategic logic: planning & decision making
 - b. Planning your own business, writing a business plan
 - c. Strategic management
 - i. What is strategy?
 - ii. Competitive advantage, external & internal analyses
 - iii. Strategy making process
 - iv. Industry, corporate, business level strategies
 - d. Managing innovation and change
3. Organizing
 - a. Designing adaptive organizations: structure & processes
 - b. Authority and decentralization
4. Staffing
 - a. Managing individuals and a diverse workforce
 - b. Managing human resources
5. Leading
 - a. Motivation: theories & practice
 - b. Leadership
 - c. Managing through organizational culture
6. Controlling

Materials

Recommended textbooks:

Williams, Chuck. 2009. *Management*. 5th Ed. Thomson.
Griffin, Ricky W. 2008. *Management*. 9th Ed. Pearson.

Supplementary material:

Students will be provided with the slides for the topics to be covered in class. A set of readings (articles, news clips) will be assigned and/or provided before or during class sessions to supplement the discussion points.

Course Delivery

The classes will be delivered through presentations. Following the completion of the discussion of main concepts, we will have sessions devoted to real life examples. When assigned a case for the day, students are expected to be prepared in advance. The purpose of the chosen organizations / cases / illustrations is not to cover all the issues discussed in class, but to illustrate how various management concepts shape the decisions on real-world problems.

Attendance And Participation:

Experience shows that the student's success in this course highly correlated with regular attendance. Therefore, I recommend you to attend all class sessions, and, when applicable, to catch up with the class(es) missed before the next session. Students are responsible for any assignment announced in class and/or through Aula.

Students are also expected to be prepared and participate actively in class discussions. Therefore, for each class session, you should familiarize yourself with the topics covered in the relevant chapters of the suggested textbooks, or with the slides or articles or cases distributed by the instructor.

Assignments, Reports and Quizzes:

Group assignment:

- Students will be asked to form groups and define a for-profit or non-profit organization that has gone or is going or is expected to go through a managerial challenge (going beyond the financial crises). Final group reports will be based on the investigations about that enterprise.
- Potential issues one may raise in the report are: the causes of the problem, how the organization handles it, alternative ways to handle such a problem etc.
- At the end of the first course hour, students are expected to form groups of four/five and email the names of the members to the instructor. Those who are not a member of any group by the end of the first week will be assigned randomly. By the end of the second week, groups are expected to have studied and chosen the organization they want to analyze.
- The emphasis here is on EFFORT and not result. Working toward the "correct" answer is not the point; working to understand the organization and the underlying issues is what it is all about. The grading of the report will be based on how far the group goes beyond providing the basic facts of the case.
- The reports will be presented at the end of the term. Attendance by all groups during those presentations is obligatory.

Quizzes:

I reserve the right to give quizzes at any time, without prior notice, and individual write-ups after class discussions. No make-up quizzes will be given in case of absence or bad performance.

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GRADING POLICY

The course is graded from 0 to 10 points. Passing the course necessitates a *minimum grade of 4.0 point obtained in the final exam AND an average grade of 5.0 points in total.*

Evaluation at the ordinary term

Class participation, quizzes, and individual assignments	15%
Midterm exam*	20%
Group report and its presentation	25%
Final exam	40%

*Expect to have the midterm exam around the end of the 6th week of the term.

Evaluation in September

Class participation, quizzes, and individual assignments	5%
Midterm exam*	10%
Group report and its presentation	5%
Final exam	80%

Further IMPORTANT specifications

1. All evaluation items are compulsory. Therefore failing to take exams, save for justified reasons, imply 0 in that item. In case of justified absence, grades accumulate to the final exam. Failing to take the final exam implies the qualification of "Not Attended".
2. If two (or more) students (or groups) turn in same / very similar assignments or quizzes, both items will be graded as zero points.
3. If a student does not hand in any of the obligatory assignments throughout the course, he or she will receive zero points from the whole category of class participation, quizzes and assignments in the ordinary period (15%) and in September (10%).