

# MANAGEMENT TOOLS & PRINCIPLES

**IE University**

Professor: **MARIANO MASTROGIORGIO**

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Degree course: FIRST

Semester: 1<sup>o</sup>

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 profitseeking organization that provides goods and services designed to satisfy customers' needs. The objective of the course 'Management Tools and Principles' is to get a specific understanding of what is a firm, and what managers inside firms do. The course is a fundamental pillar of the Bachelor in Business Administration that 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 overall objective of the course is to help you develop a business language and to give you a broad overview of the main business topics, together with a set of principles and tools—think about it as a 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 is a firm, with a particular emphasis on how a firm is structured, governed, and on the role played by managers at several levels; third, to dig deeper inside the firm and understand what are its main functional areas and how each functional area works. The course will also introduce some basic concepts of business and corporate strategy that you will further expand in the strategy courses. Moreover, the course will give you the opportunity to put your knowledge into practice through 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 that will be alternated with synchronous online lectures, as well as in asynchronous online sessions applied to real cases and group-work activities. There will be active participation of all the students, 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

## EVALUATION CRITERIA

Criteria	Percentage	Comments
Midterm Quiz	15 %	
Final Exam	50 %	
Group Project	20 %	
Class Participation	10 %	
Case Study Exercises	5 %	

### Midterm quiz and final exam

The midterm quiz will cover the first part of the course, while the final exam will cover both the first and second part of the course. The midterm quiz, taking place in session 10, will consist in multiple-choice questions. 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 and study the book. 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.

### Group project

The group project will consist in a final report and presentation. Each group has to choose a real company and do a comprehensive analysis of its structure, governance and functional areas, applying all the concepts learned during the course. More details will be provided at the beginning of the course. Peer-to-peer grading checks will be implemented in order to avoid free-riding behavior.

### 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.

### **Case study exercises**

There will be an evaluated exercise during each of the two asynchronous sessions dedicated to case studies (Zappos/Session 9 and Uber China/Session 14). The objective of the exercise is to test the student’s reading of the case, being this a fundamental prerequisite for a proficuous learning during the session. Each exercise gives 2.5% of the final grade, for a total of 5%.

## **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 innovation and strategy, at the intersection of technology evolution studies, complexity economics and quantitative patent analysis. His work has been presented at international conferences such as Academy of Management, Strategic Management Society, Druid, Egos and Informs. Part of his research has been published in top international journals such as Organization Science, Research Policy and Industrial and Corporate Change.

## **OTHER INFORMATION**

For any issue, the subject’s coordinator is prof. Mariano Mastrogiorgio: [mmastrogiorgio@faculty.ie.edu](mailto:mmastrogiorgio@faculty.ie.edu)