



# SUFFOLK UNIVERSITY

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## MADRID CAMPUS

### ENT 101 M1 – BUSINESS FOUNDATIONS

#### **Instructor Information:**

**Instructor:** Professor Byrne

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#### **Course Information:**

**Catalog Description:** This course introduces the concepts and practices of managing profit seeking firms, as well as the challenges of managing not-for-profit and public sector organizations. Students develop an initial understanding of organizational stakeholders, the global, economic, legal, and regulatory environments, ethical challenges faced by management, and the strategic coordination of various internal functions of organizations. Students develop an integrative approach to analyzing organizations and are coached on effective presentation skills on various business themes culminating in a group presentation of a real- life company

**Instructor's Additional Course Description:** The course will attempt to equip students with the essential tools required by business managers for making effective business decisions that are fundamental in shaping the direction of the company. This means students will be exposed to the complexities facing the new 21<sup>st</sup> century business managers and will be able to turn threats into opportunities. These challenges confronting modern day managers will be analyzed in great depth, and alternative courses of implementing successful strategies will be defined fully. Business students need to be aware that the purpose of this course is to prepare them to become the corporate leaders of tomorrow. Coverage includes a wealth of conventional wisdom related to traditional management tasks. Contemporary management challenges related to such issues as people, diversity, quality, ethics and the global environment will be analyzed and evaluated fully. The course will continue to focus on the impact of information technology on shaping traditional business practices, as well as touching on innovation in business, learning organizations and the application of management concepts across industries.

**Prerequisites:** None

**Credit Hours:** 3

This course follows the US Federal Government's Credit Hour definition: "An amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutional established equivalence that reasonably approximates no less than:

- (1) One hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or
- (2) At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours."

For full up-to-date statement:

[https://cihe.neasc.org/sites/cihe.neasc.org/files/downloads/POLICIES/Pp111\\_Policy\\_On\\_Credits-And-Degrees.pdf](https://cihe.neasc.org/sites/cihe.neasc.org/files/downloads/POLICIES/Pp111_Policy_On_Credits-And-Degrees.pdf)

## **Course Materials**

**Required:** Powerpoints to be downloaded from Blackboard prior to class and brought to class.

**Required:** Students should maintain a file of all the articles distributed in class and should use examples from these articles in the mid-term and final exams.

**Recommended to purchase:** Business a Changing World - 11<sup>th</sup> Edition. O.C Ferrell, Geoffrey Hirt and Linda Farrell. It is highly recommended for students to purchase an ebook version of this book.

## **Course Goals & Learning Objectives:**

| <b>Upon successful completion of this course, students will know/understand</b>                                                                                                          | <b>Upon successful completion of this course, students will be able to</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>How the student will be assessed on these learning outcomes:</b>                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>The importance of business strategy and the dangers of not having one and the threat posed by competitors particularly new competitors</li> </ul> | <ul style="list-style-type: none"> <li>Name and explain business strategy concepts, distinguishing among them.</li> <li>Perform a SWOT analysis.</li> <li>List typical strengths, weaknesses, opportunities and threats of a company.</li> <li>Explain what a competitive advantage is and how to maintain it.</li> <li>Apply Michael Porter's competitive forces model to any industry to assess competitiveness in that industry.</li> <li>Maximize a company's revenue streams.</li> <li>Appreciate the importance of vision and the dangers of complacency and denial in a business</li> </ul> | <ul style="list-style-type: none"> <li>Students through their in-class presentations and final project on a real-life company will be able to demonstrate their knowledge and application of business strategy concepts.</li> <li>The mid-term exam will also test knowledge of these concepts.</li> </ul> |
| <ul style="list-style-type: none"> <li>The concepts of management</li> </ul>                                                                                                             | <ul style="list-style-type: none"> <li>List and describe the five functions of management</li> <li>Distinguish the different styles of management and the advantages and disadvantages of each style</li> <li>List and explain what each functional manager does</li> <li>Appreciate the importance of selecting the right people</li> </ul>                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>There will be a question on the mid-term exam testing understanding of management concepts</li> <li>Students will also demonstrate examples of good or bad management through their presentations on business-related themes and specific companies</li> </ul>      |
| <ul style="list-style-type: none"> <li>What is essential in good management and what should be avoided</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Explain why good management is important</li> <li>Outline and discuss the characteristics of a good leader</li> <li>Weigh up the pros and cons of internal promotion versus external hiring</li> <li>Understand the importance of delegating tasks and the inherent dangers if you fail to do so.</li> </ul>                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>We will be using roleplays to illustrate some of the dangers of bad management combined with other roleplays demonstrating good management</li> </ul>                                                                                                               |
| <ul style="list-style-type: none"> <li>Organizational culture and why it is important.</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>Understand organizational culture and how it is expressed and developed both formally and informally.</li> <li>Explain why organizational culture is important.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Students will be asked to discuss the organizational structure, organizational culture and degree of centralization of the</li> </ul>                                                                                                                               |

| Upon successful completion of this course, students will know/understand                                                                                      | Upon successful completion of this course, students will be able to                                                                                                                                                                                                                                                                                                                                                                                  | How the student will be assessed on these learning outcomes:                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>The various types of organizational structure and which type is appropriate in any particular circumstance.</li> </ul> | <ul style="list-style-type: none"> <li>Appreciate the importance of organizational structure, assigning tasks and delegating responsibility.</li> <li>Outline and describe the various types of organizational structure that exist and when each is appropriate.</li> <li>Weigh up the pros and cons of decentralization versus centralization.</li> <li>Understand the importance of communication and the dangers of miscommunication.</li> </ul> | <p>company they choose to analyze as part of the final presentation</p> <ul style="list-style-type: none"> <li>There will be also questions dedicated to this area on either the mid-term or final exam.</li> </ul>                                                                                                 |
| <ul style="list-style-type: none"> <li>What the marketing mix is</li> </ul>                                                                                   | <ul style="list-style-type: none"> <li>Discuss in detail the various elements of the four Ps; Product, Price, Place and Promotion</li> </ul>                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Students will be asked to describe and evaluate the marketing strategy of the company they select for the final project describing in detail what the company does in each of the 4 P areas.</li> <li>There will also be questions on marketing in the final exam</li> </ul> |
| <ul style="list-style-type: none"> <li>Market research and how it is performed.</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>Explain what is involved in market research and how it is performed.</li> </ul>                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>How marketing strategy is developed.</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>The effect of the digital revolution and the internet on marketing strategies.</li> <li>Make use of digital media and internet to market one's products/services.</li> <li>Appreciate the growing use of mobile devices in marketing and how those mobile devices are used</li> </ul>                                                                                                                         |                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>How target markets are selected.</li> </ul>                                                                            | <ul style="list-style-type: none"> <li>Discuss how target markets are selected and how markets are segmented.</li> </ul>                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>How to satisfy and retain customers.</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Explain how to satisfy and retain customers.</li> <li>Appreciate the importance of customer retention.</li> </ul>                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Comprehend the fundamentals of accounting and financial statements</li> </ul>                                          | <ul style="list-style-type: none"> <li>Recognize the four main financial statements.</li> <li>Be aware of how accounting is performed.</li> </ul>                                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Students will be asked to do a basic analysis of the financial statements of the company that they are analyzing as part of their final project.</li> </ul>                                                                                                                  |
| <ul style="list-style-type: none"> <li>How to select the best qualified and most appropriate number of employees.</li> </ul>                                  | <ul style="list-style-type: none"> <li>Recruit the best people by understanding the qualities and experience they should looking for</li> <li>Ensure that the company has a sufficient number of employees but is not overstaffed.</li> <li>Deal with a downsizing in the company.</li> </ul>                                                                                                                                                        | <ul style="list-style-type: none"> <li>There will be a questions on the final exam related to human resource management</li> <li>Students will also be expected to give examples of good and bad workforce management in real life companies</li> </ul>                                                             |
| <ul style="list-style-type: none"> <li>How to manage and motivate the work force.</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Develop and train the workforce.</li> <li>Appreciate the importance of idea recognition.</li> <li>Deal with employee grievances as they arise.</li> <li>List and explain the various employee incentives available.</li> <li>Delegate effectively and recognize its importance.</li> </ul>                                                                                                                    |                                                                                                                                                                                                                                                                                                                     |

| Upon successful completion of this course, students will know/understand                                                                        | Upon successful completion of this course, students will be able to                                                                                                                                                                                                                                                                               | How the student will be assessed on these learning outcomes:                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• How to make presentations.</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>• Prepare and deliver presentations using a variety of visual formats: bullet points, tables, graphs, maps, etc.</li> <li>• Address an audience with confidence and answering follow-up questions related to what they have presented.</li> </ul>                                                          | <ul style="list-style-type: none"> <li>• Two group presentations on current business themes from a list of themes that I will provide</li> <li>• One final group presentation on a multinational company of their choice, in accordance with a briefing document which ensures that they cover all areas covered in the course and apply them to the company of choice.</li> </ul> |
| <ul style="list-style-type: none"> <li>• How to deal with the challenges of teamwork and to seek solutions to any issues that arise.</li> </ul> | <ul style="list-style-type: none"> <li>• Share responsibilities equally.</li> <li>• Contribute to the shared goal.</li> <li>• Collaborate with teammates.</li> <li>• Provide and accept constructive criticism.</li> <li>• Fulfill assigned tasks in a timely fashion, respecting deadlines.</li> <li>• Solve conflicts as they arise.</li> </ul> | <ul style="list-style-type: none"> <li>• There will be various group presentations during the course of the semester to practice how to work effectively in a team</li> </ul>                                                                                                                                                                                                      |

The course objectives will be achieved through a teaching approach that emphasizes the importance of interactive methods of learning. Students will be expected to read the PowerPoint slides on each chapter prior to coming to class. The course will consist of reviewing current events, comprehensive lectures, reading business articles, business-related videos, and in-class student presentations. Students in their respective groups will be asked in rotation to prepare presentations on a business-related themes selected from a list of topics provided by the professor, as well making a final presentation on the company of their choice following a final project brief provided by the professor. I will provide a separate document on what I expect from your presentations and how I am going to evaluate them. I will be also asking groups to come up to the front of class at random and discuss the articles assigned for homework in each class.

### **Assignments/Exams/Grading and Evaluation**

|                                         |             |
|-----------------------------------------|-------------|
| Mid-Term Exam:                          | 25%         |
| Quiz on Business Strategy section:      | 5%          |
| In-Class presentations (two per group): | 20%         |
| Final Group Project Presentation:       | 10%         |
| Attendance:                             | 10%         |
| Participation:                          | 10%         |
| Final Exam:                             | 20%         |
| Total:                                  | <b>100%</b> |

| Percentage | Grade | Percentage | Grade |
|------------|-------|------------|-------|
| 94-100     | A     | 77-79      | C+    |
| 90-93      | A-    | 73-76      | C     |
| 87-89      | B+    | 70-72      | C-    |
| 83-86      | B     | 60-69      | D     |
| 80-82      | B-    | 59 or less | F     |

### **Extra Credit Opportunities**

During the course there will be various extra credit opportunities including an end-of-course game in which the winning teams will earn extra credit. This extra credit opportunities will be made available to everyone, there will be no special extra credit assignments given to individual students to improve their grades as I view this as unfair to the other students who don't get this opportunity. You may also earn

extra credit by being a member of the Business Club committee. However, I will only be selecting a total of four members from my courses this semester.

### **Additional Information:**

Presentations will be assessed on the basis of teamwork organization, quality and use of visual aids, and clarity and coherence of oral presentation. The written exams will be assessed on style and outlay (language/attention to details) and structure (understanding of questions and relevant assumptions and justifications). Students are also expected to use real-life business examples from the articles that we have studied.

### **Course/Classroom Policies:**

#### ***Make-Up Exams***

There will be no make-up exam for the mid-term. If a student misses the mid-term, the % allocated to it will be transferred to the final exam ONLY if that student has an excused absence, i.e., a certificate from a doctor which must be brought in immediately after the mid-term. Failure to produce such a certificate will result in loss of 10% of the 25% allocated to the mid-term with the other 15% transferred onto the final exam.

A make-up final exam will be provided for a student only if that student has three final exams on the same day or there are two coinciding exams. I will require evidence of such an event, and I must be notified at least **TWO** weeks in advance of the final exam in order to arrange an alternative time to take the final exam.

#### ***Punctuality, Leaving Class and Respectfulness***

Please do not be late for class, as it is extremely disruptive to both your classmates and the instructor. The door to the classroom will be shut fifteen minutes after the commencement of the class, and you will not be allowed to enter the class after this time. If you miss class because you have arrived too late to enter, your absence will be counted as unjustified. I prefer that no one leaves the class during the lesson, but if it is an absolute emergency, please raise your hand and ask for permission to leave. There will be zero tolerance of disrespectfulness, whether directed against the instructor or against classmates. Failure to comply with this norm will result in the offending student being asked to leave the class and to see me during my office hours to explain their behavior before being allowed back into class again. I consider the class to be a professional situation and I expect all students to act professionally both towards me and their classmates. All discussion of grades or academic performance will take place in my office during my office hours and not in the classroom.

#### ***Using Electronic Equipment in Class***

It is strictly forbidden to use laptops, ipads, mobile telephones or any other electronic equipment in class without my specific permission, so please switch them off prior to entering into class. You may download the PowerPoint slides to your laptop, but please be aware that you will not be able to look at them in class, as laptops are not allowed in the classroom. You may, however, use a laptop to make a presentation in your respective groups, but please make sure it is correctly set up in advance of making the presentation so there is no time delay or any technical issues.

#### ***Food or drink in class***

It is strictly prohibited to bring food and drink (except water) into class. Water should be obtained prior to commencement of class; students should not leave during class to get it.

### **Participation/Attendance Policy:**

The SUMC Student Handbook states the following:

*Once a student is registered for a course, attendance at every meeting of every class is expected, including those held in the first week of the semester. A maximum of two unjustified absences is permitted. Each additional absence will cause the final course grade to be lowered by one-third of a letter grade, i.e., from A to A-; A- to B+; B+ to B, etc.*

*Excessive absences in a course will have a negative effect on the final grade. When a student is absent, the quality of his or her work in a course will deteriorate since material missed in class sessions can rarely be made up satisfactorily, even though the student remains responsible for that work.*

*Please note that even when a student has a justified reason for missing class, such as illness, the negative academic impact on learning will be the same as if the absence were for spurious reasons.*

*In this course, any absence due to illness should be justified by a note from the student's physician or other health professional confirming the day(s) on which the student was unable to attend class. A written excuse from a student's host parent or residence supervisor is also acceptable.*

*In the event that a class meeting is unexpectedly cancelled, students will be expected to continue with readings or other assignments as originally scheduled. Any assignments due or class activities (e.g., a quiz, exam or presentation) planned for such a cancelled class are due at the next class meeting unless other instructions are communicated.*

### **More on class participation**

Class participation is actively encouraged and will constitute part of the overall grading (10%). Therefore, students are expected to read journals, business magazines, newspapers and participate in classroom discussions and debates. I will choose at random one of your respective groups to come up in front of the class to discuss the main points of the articles that I have assigned for homework. Your participation grade will depend on how you perform with this task. The effectiveness of the class is our shared responsibility: the class will be much more interesting and enjoyable if students have read chapters and articles prior to coming to class and take an active role in the class. Participation also includes being on time for class, attentiveness, your ability to ask thoughtful and relevant questions, your ability to respond to questions when called upon and demonstration that you have read assigned articles and understood the concepts. Applying the knowledge learnt to real life companies and life experiences is especially welcome. I will also take into consideration any articles that students send to me by email related to the themes studied in class.

### **More on attendance**

The members of the Management Department feel that your attendance at every class meeting is necessary for mastery of our curriculum. Attendance and promptness are expected. Faculty will take attendance at every class, and your grade will be affected by a lack of compliance. For a class that meets twice a week, each student is allowed two unexcused absences. Any student who has more than two unjustified absences will have their attendance/participation grade reduced by one third of a grade for each absence in excess of the two allowed for example if you have three unjustified absences and you get a grade B, this will be reduced to a B-.

In rare instances, students may have to miss class for a valid, university-sanctioned reason. In general, an absence is considered "official" when: (a) the student is participating in an approved field trip or other official Suffolk University activity; (b) the absence is confirmed under doctor's orders; or (c) the student is granted a leave of absence from Suffolk for reasonable cause by an academic dean. Students are required to show official documentation indicating a university-sanctioned reason for absence. Tardiness and absence due to work-related responsibilities are not excused absences.

### **Disability Statement**

If you anticipate issues related to the format or requirements of this course, please meet with me. I would like us to discuss ways to ensure your full participation in my classroom.

If formal, disability-related accommodations are necessary, it is very important that you be registered with the Office of Disability Services (ODS) at the main Campus in Boston so that I am notified of your eligibility for reasonable accommodations. We can then plan how best to coordinate your accommodations. Check the ODS web site at [www.suffolk.edu/disability](http://www.suffolk.edu/disability) for information on accommodations.

### **Student Resources:**

SUMC provides a range of student services, both academic and personal. To learn more about course-related tutorials and academic workshops, refer to the SUMC Student Handbook, Section 2 “Academic Policies and Services”. Section 5, “Living in Madrid”, contains information on the medical and mental health resources, including an English-speaking therapist, available to you.

### **Midterm Review:**

At midterm, around week 6, you will be given a midterm grade based on your progress to date and performance on presentations and the midterm exam. Midterm grades of C- or below will be reported to the Madrid Campus Academic Standing Committee, with an explanation of what I believe has contributed to that grade: excessive absences, poor time management or study skills, lack of effort, difficulty with the course material or with writing or language skills, etc. The Academic Standing Committee or I may contact you to suggest strategies for addressing these difficulties. I strongly encourage you to visit me during my office hours so we may discuss how you can be successful in this class.

### **Academic Misconduct:**

[www.suffolk.edu/about/mission-history/policies-procedures/academic-misconduct-policy](http://www.suffolk.edu/about/mission-history/policies-procedures/academic-misconduct-policy)

Suffolk University expects all students to be responsible individuals with high standards of conduct. Students are expected to practice ethical behavior in all learning environments and scenarios, including classrooms and laboratories, internships and practica, and study groups and academic teams. Cheating, plagiarism, unauthorized collaboration, use of unauthorized electronic devices, self-plagiarism, fabrication or falsification of data, and other types of academic misconduct are treated as serious offenses that initiate a formal process of inquiry, one that may lead to disciplinary sanctions.

Student work will be thoroughly examined for academic integrity and may be scanned using plagiarism detection software. A faculty member suspecting academic misconduct will contact the student using the Suffolk email address to schedule a meeting and will make all effort to do so within five business days of detecting the incident. During the meeting, the faculty member will present the documentation that led to suspected academic misconduct. Resolution of the incident will be according to the procedures outlined in the SUMC Student Handbook.

### **Academic Grievances Policy:**

[www.suffolk.edu/student-life/student-services/student-handbook/university-policies-for-student-cas-sbs/grievances-academics](http://www.suffolk.edu/student-life/student-services/student-handbook/university-policies-for-student-cas-sbs/grievances-academics)

### **Course Outline:**

#### **1. Business Strategy**

What is strategy? Why is it important? Developing strategy using SWOT analysis and Porter’s five competitive forces model. The dangers of complacency/denial and the importance of watching out especially for the new competition.

#### **2. The Nature of Management**

The importance of management, management functions and types of management. Skills needed by managers, management decision making, managing time effectively, the importance of delegation and common errors made by managers. Developing organisational structure, assigning tasks and assigning responsibility. Internal promotion versus external hiring.

#### **3. Organization, Teamwork and Communication**

Forms of organizational structure and their appropriateness. The roles of groups and teams in organizations. Importance of effective communication and addressing problems in this area.

#### **4. Customer-Driven Marketing**

The nature of marketing, developing a marketing strategy, market research and information systems, buying behaviour and the marketing environment.

### 5. Dimensions of Marketing Strategy

The marketing mix, product, pricing, distribution and promotion strategy.

### 6. Digital Marketing and Social Networking

The effect of the digital revolution on marketing and advertising practices.

### 7. Accounting and Financial Statements

The nature of accounting, the accounting process, financial statements and their analysis.

### 8. Motivating the Workforce

The nature of human relations, historical perspectives on employee motivation, theories of employee motivation, enhancing business productivity and strategies for motivating employees. Managing downsizing.

### 9. Managing Human Resources

The nature of HRM, planning for human resource needs, recruiting and selecting new employees, developing and compensating the workforce, managing unionized employees and the importance of workforce diversity.

### Class Schedule

The schedule, policies, procedures and assignments in this course are subject to change in the event of extenuating circumstances, by mutual agreement, and/or to ensure better student learning.

| CLASS     | TOPIC                                                                         | READINGS                                                                      |
|-----------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| 1.        | Introduction, Syllabus Review, Selecting groups, Choosing Presentation Themes |                                                                               |
| 2-5       | Business Strategy                                                             | Powerpoint Slides and several articles                                        |
| 6-8       | The Nature of Management                                                      | Powerpoints Slides, Chapter 6 of textbook and several articles                |
| 9-10.     | Organization, Teamwork and Communication                                      | Powerpoints Slides, Chapter 7 and several articles                            |
| <b>11</b> | <b>Mid-Term Exam</b>                                                          | <b>Based on first three sections</b>                                          |
| 13-14.    | Customer Driven Marketing                                                     | Powerpoints Slides, Chapter 11 and several articles                           |
| 15-16.    | Dimensions of Marketing Strategy                                              | Powerpoints Slides, Chapter 12 and several articles                           |
| 17-18.    | Digital Marketing and Social Networking                                       | Powerpoints Slides, Chapter 13 and several articles                           |
| 19-20.    | Accounting and Financial Statements                                           | Powerpoints Slides, Chapter 14 and real life examples of financial statements |
| 21.       | Motivating the workforce                                                      | Powerpoints Slides, Chapter 9 and several articles                            |
| 22-23     | Managing Human Resources                                                      | Powerpoints Slides, Chapter 10 and several articles                           |
| 24-26     | Final project presentations and final review                                  |                                                                               |
|           | <b>Final exam (not cumulative)</b>                                            | <b>Based on material covered since mid-term</b>                               |