

# Master Syllabus

Spring 2016

3 Units

All exams are in-class at the end of each module

Lecture: MWF 2:10– 3 pm in Pimentel Hall 1

Discussion Section: One hour, as registered



## Web Site

The course website is on bcourses (<https://bcourses.berkeley.edu>) and contains up-to-date information, announcements and the answers to many frequently asked questions (FAQs), including questions on switching Discussion Sections and waitlists. The course website contains the official policies and procedures of the course.

## Course Structure

ugba-10 is taught in 4 modules approximating 3 weeks. There are four instructors, one of whom will be responsible for each module. Each module ends with an in-class exam. In addition, there are weekly one-hour discussion sections led by a GSI that you must attend. In addition to this Master Syllabus, you will be given a Module Syllabus at the beginning of each module, which will list the instructors' office hours.

One of the instructors, John Briginshaw, serves as the Course Manager to whom all procedural questions (e.g., special accommodations, schedule problems, logistical difficulties) should be addressed if they are not addressed here or on bcourses.

Instructor Information	Email
John Briginshaw <i>Course Manager</i>	<a href="mailto:john_briginshaw@haas.berkeley.edu">john_briginshaw@haas.berkeley.edu</a> <i>Mondays, 10-11am</i> <i>F502J Haas School of Business</i>
Judy Hopelain	<a href="mailto:jhopelain@haas.berkeley.edu">jhopelain@haas.berkeley.edu</a>
Omar Romero-Hernandez	<a href="mailto:oromero@haas.berkeley.edu">oromero@haas.berkeley.edu</a>
Cristina Banks	<a href="mailto:banks@haas.berkeley.edu">banks@haas.berkeley.edu</a>

## Focus Company: Amazon.com Inc.

The focus company will be discussed by each instructor to exemplify and underscore key points in the course.

## Module Calendar

Module	Topic/Instructor	Lectures Begin	Module Exam
Day 1	ugba-10 Kick Off (J. Briginshaw)	Wed. 1/20	Fri. 2/12
1	Finance and Accounting (J. Briginshaw)	Fri. 1/22	Fri. 2/12
-	Sim Week (team taught)	Week of 2/17-2/19	
2	Business Operations and Corporate Sustainability (O. Romero-Hernandez)	Mon. 2/22	Fri. 3/11
3	Management of Organizations (C. Banks) (*includes Spring Break)	Mon. 3/14	Fri. 4/8*
4	Marketing (J. Hopelain)	Mon. 4/11	Fri. 4/29

**Instructor Drop Warning: You will be instructor-dropped if you fail to attend your Discussion Section as registered during the weeks of January 25 and February 1.**

There are **no discussions** in the week of January 18 (incomplete week)

## Course Materials

Please read assigned readings **before** the lecture. Each module will have its own Module Syllabus that will provide the scheduled readings for each day.

- **Required Text and Reader:**
  - **Textbook:** Custom Text, Pearson, 2014, ISBN13 **978-1-269-77644-8** available at student bookstore
  - **Reader:** ugba-10 articles on Study.net
- **Top Hat:** A subscription to the Top Hat Student Response and Engagement System ([www.tophat.com](http://www.tophat.com)) is required for use in Lectures and Discussion Sections. All registered students will receive an email invitation to sign up. Top Hat will be used to determine your attendance and for certain graded activities at Lecture and Discussion Section. You may only count points for one discussion section number. You must bring a laptop, cell phone, or tablet to Lecture and Sections every day to be able to use the system. Registration procedures and usage will be discussed in Lecture and your first Discussion Section. There is no “back up” system for tophat, and emails claiming that you have attended lectures/discussions will be ignored. Lecturers and GSIs cannot provide technical support for smartphones and other devices using tophat. In the event you have such compatibility or connectivity issues, please email [ugbasupport@tophat.com](mailto:ugbasupport@tophat.com), the dedicated support email for UGBA10 students, who will try and assist you. In the event you have connection problems with wifi, ask Top Hat support about “offline mode” or read about it on tophat.com

**Beginning with the week of Monday, February 8<sup>th</sup> 2016, if you are not prepared to use Top Hat in Lecture and Section, your participation score will be adversely affected.** Participation ahead of this date in Top Hat is voluntary and may result in extra credit.

- **Capsim “Foundation”:** A subscription to Foundation by Capsim ([www.capsim.com](http://www.capsim.com)) is required to participate in business simulation group activities. Watch for email announcements for further info.
- **Other materials posted to bcourses:** Many course materials, including lecture notes, are available on bcourses. Master and module syllabi and discussion section materials will also be available there.

You have the responsibility for checking bcourses for posted items, announcements, and grade information. Be sure to check bcourses regularly.

## Grading

Your final grade in the course will be based upon your scores earned throughout the semester. We will post grades for individual items to bcourses as soon as they are completed. Course grades are determined by your scores on the following items:

Four module exams/assessments (20 points each)	80 points
Business simulation	10 points
Class participation	10 points
	100 points

Business simulation scores will be assigned based on your business “sim” team’s performance augmented by peer evaluations and other graded activities. Class participation scores will be assigned at the end of the semester based upon your participation in Discussion Section activities.

As UGBA10 is a regularly oversubscribed course, your admission to the course represents an adult commitment by you to pursue **and complete** the course. **We do not process or approve late drops**, and your grade in UGBA10 will be included on your permanent record. Rationale: Persons who late-drop the course use up a place which could have been available to another student.

### Module Exams

Each module concludes with an in-class multiple-choice examination, based upon assigned readings, and lectures. For each module exam, bring a green Scantron answer sheet type **882-ES (or 882-E)** (available at ASUC and local book and convenience stores) and No. 2 pencils with erasers (you must erase carefully). Be sure to know your SID and your section number, as you will write both on the answer sheet.

*We keep grades by section, so be sure to learn your discussion section number.*

There are no make-up exams in ugba-10. If you miss an exam you will have no score recorded unless you are excused from the exam. The criteria for an excuse are: (1) Your absence was *beyond your control*: Serious illness, family bereavement, and earthquakes count as beyond your control. Oversleeping, “late night”, unreliable alarm clocks/car, or poor scheduling do not. (2) Your excuse must be *documented* (e.g., admission note or doctor’s note (**not** Proof of visit) from the Tang Center). Student athletes may need special arrangements and should carefully follow the procedures shown on bcourses.

If you arrive late to the exam, you may be refused admission and have no score recorded.  
*Rationale:* We let students who finish early leave with the exam questions.

*Appealing exam grades:* Multiple choice exam questions are a crude measure of your learning. Many students feel that the focus of the exam is “Did you come to class? Did you do the assigned readings?” We have no problem in answering “Yes!” The Discussion Sections and activities conducted there will provide you with an opportunity to express your creativity and insights. Your Discussion Section GSI can explain the correct answer for each exam question. If you still have difficulty with the stated answer, you should see the instructor who taught the module during their office hours. If there is an error in scoring, we want to know to give you the score that you deserve. If there is an issue, return your Scantron to your Section GSI with an explanation of the problem.

### Bcourses Gradebook

Students should regularly check bcourses gradebook. In the event a grade component is not appealed **by email** within 2 weeks after being posted on bcourses, it will not be appealable.

### Class Participation

Ten percent of your course grade will be based upon various aspects of class participation, as follows:

- You are expected to attend Lectures and your weekly Discussion Section. You must attend where you are enrolled and not “crash” another Section.
- On-time attendance at lectures and answering Top Hat questions during lectures is expected. Lowest three lectures are dropped to allow for unavoidable absences. Other than that, **no changes to the lecture Top Hat data will be made for any reason**. Lecture Top Hat counts for 1% of grade.
- Attendance and on-time arrival at Discussion Sections is mandatory. This will be tracked with Top Hat. We will permit a maximum of two absences from discussion section for *any* reason (illness, job interview, athletics, etc.). This counts for 3% of grade.

- Answering questions using Top Hat in discussions also counts for 3% of grade.
- You should be prepared to engage in quality participation during class discussions (thoughtful questions and comments, avoiding “me too” comments). This overall contribution to the discussion is assessed by the GSI and counts for 3% of grade. Ensure to bring name card to all discussions
- If your behavior detracts from the learning environment for others (side-bar conversations, surfing on the net on your laptop), your grade may be negatively affected.
- You may ask your GSI for feedback on your participation performance at any point in the semester.

*You must attend the Discussion Section where you are registered (we keep records by section).* You can confirm your section through BEARFacts. We understand that you may be trying to fit your class schedule during the first two weeks of classes and there are limited opportunities for you to attempt to switch sections using TeleBEARS (see information on bcourses). If you are unsuccessful in switching and end up with a conflict, you will have to drop ugba-10 or the other class. You may not be registered for one section and attend another and you may not be in two classes or sections at the same time.

TopHat is an attendance and student engagement system intended for use **when you are present** in Lecture or Discussion Sections. Claiming attendance or answering questions on TopHat when you are not in class **is cheating** and you will be subject to academic discipline as follows:-

- First offense: zero (out of 10%) on class participation
- Subsequent offense: ‘F’ on the course.

### **Business Simulation**

Ten percent of your course grade will be based upon team performance in the “Foundation” business simulation game by capsim. Each discussion section will be broken up into 5-6 groups and these groups will compete in a simulation “world”. Grades will be assigned based on team’s performance. Peer evaluations will also be collected. Peer evaluations will influence grades of those evaluated and those of the evaluator (i.e. how constructive and thoughtful are the comments you have made on your fellow team members).

### **Policies**

This is a large class. The instructors and GSIs have two duties: We plan and deliver a curriculum to meet the course objectives and we work hard to promote a professional learning environment. To promote equitable administration of this large course, there are many important policies for the administration of the course. The most critical policies are in the boxed-off areas on this syllabus. In addition, detailed explanations of our policies and procedures are on bcourses – be sure to read them in the “Coursewide\_Policies” folder within Files.

**No cell phones** in class or discussion section. If your cell phone rings in class, you will be asked to leave.

Please do **not** eat in class. If you eat in class it can be tremendously distracting to other students and the classrooms soon get messy. Plan your day so that you do not eat in class and can give your full attention.

## Special Accommodations

There are instructions on the bcourses “Coursewide\_Policies” folder for how to arrange special accommodations for this course. Once you have read the instructions, you will see that many accommodations can be handled online through the Disabled Students’ Program online notification system. However, if you need additional resources, contact the Course Manager by email immediately.

## Recording of Lectures

Many students at UC Berkeley are not native speakers of English. We lecture at a speed that assumes you have the pdf or powerpoint lecture notes in front of you on your laptop or printed out. However, if you are having difficulty catching technical terms or definitions, it is acceptable for you to make an audio recording of lecture. *This must be for your own personal use only, may not be lent, uploaded, or sold in any form.* You may not use video recording. For discussion sections, you should not record and you should pay close attention to the discussion. Please use your GSI office hours to get additional explanation and clarification on items that are not clear.

## email

Outside of scheduled office hours, email is the official method of communication for the course. We use the bcourses mailer that sends to the email address from the address you gave to the Registrar (see your BEARFacts if you need to change it).

Emails to you - If we send an email to your registered address, we assume you have been informed – whether you have read the message or not.

**Do not “unsubscribe”** from any course related email lists such as bcourses, qualtrics etc!! You may **lose grade points** by missing relevant information or not being able to complete assignments.

Emails from you - **Send email from your berkeley.edu address.** Your personal name must show in your emails. If your personal name does not show, your email may be deleted due to the risk of viruses.

Please use a meaningful subject line in your emails. You will get a faster response from instructional team members if your subject line summarizes the issue at hand. Example: “Can’t download Lecture 4” beats “Hello!”

## Academic Integrity


Work that you submit must be entirely your own. Do not show copies of your responses to Discussion Section activities and tophat to other students in the class.

You have a duty to maintain the integrity of exams. In addition to not engaging in collusion, having notes or books open, or altering graded answers, you also have an affirmative duty not to engage in any conduct that leads to suspicion of cheating. For example, remove headphones and don’t chit-chat in an exam room. Violations of integrity will lead to grade penalties including the possibility of an F in the course and referral to the Center for Student Conduct. This is a serious matter that will affect your academic career.

## Other course policies

All documents within the bcourses “Coursewide\_Policies” directory are included in this master syllabus by reference.

## Checklist of Action Steps for beginning of course

Task	
1 Purchase the textbook	
2 Read this syllabus and the module syllabi as available	
3 Ensure you can attend <b>all 4 module exams</b>	
4 Visit the class website on bcourses and read through the information	
5 Make sure that you know the day, time, and location of your discussion	
6 Be sure to attend discussion sections <i>as registered</i> during weeks 2 to 3 so as to not be dropped from the course	
7 Before your first Discussion Section, prepare a Name Card and Bio Sheet according to the instructions on bcourses	
8 Purchase articles on Study.net when they are available	
9 Purchase a subscription to Top Hat and register for use in class	
10 Purchase a subscription to Capsim “Foundation”	



Module 1: Accounting & Finance  
John Briginshaw Ph.D.

Office: F 502J Haas Office Hours: Mondays 10am – 11am

[john\\_briginshaw@haas.berkeley.edu](mailto:john_briginshaw@haas.berkeley.edu)

Lectures/Exams: 2pm Pimentel 1

Blue: Sim week (team taught) Feb 2 to Feb 6

Lec	Date	Topic	Readings ® is an article in the readings from Study.Net. W denotes a web resource.	Notes	
	MON 1/18	<b>MLK DAY (no class)</b>		<b>NO section this week – sections meet week 2 onwards</b>	
0	WED 1/20	Introductory Lecture			
1	FRI 1/22	Module Introduction What is Financial Literacy? The US Business Environment	Custom Text Ch.1		
2	MON 1/25	Business Financing and Business Viability	Custom Text Ch 9 (313-322) ® 2	<b>In section this week:</b> Fixed and variable cost, break-even <b>HAND IN: Completed bio sheet (bcourses) and FIRO-B form ® 1</b>	
3	WED 1/27	Financial Statements – What they mean	Custom Text Ch. 7 (216-230 especially 225-230)		
4	FRI 1/29	Analyzing Financial Statements to Evaluate Companies	Custom Text Ch. 7 (231-240) ® 3		
5	MON 2/1	Analyzing our Focus Company – Amazon.com	W 1		
6	WED 2/3	Money and the Role of Banking	Custom Text Ch. 8	<b>In section this week</b> The time value of money	
7	FRI 2/5	What Capital Markets Mean to Us Financial Literacy II	Custom Text Ch. 8 W 2		
<b>FRI 5pm Haas add/drop deadline – no adds after this date</b>					
8	MON 2/8	Personal Financial Planning	Custom Text Ch. 9 (298-312) ® 4 ® 5	<b>In section this week:</b> Instructor evaluations for Module 1 conducted in section. GSIs assist students in preparing for Module 1 exam.	
9	WED 2/10	Module 1 Review and Catch Up			
	FRI 2/12	Module Exam In class, in Pimentel	<b>All of the above!</b>		
<b>SIM WEEK</b>					
	MON 2/15	<b>PRESIDENTS DAY (no class)</b>		<b>In section this week:</b> Building an effective Sim team, CAPSIM decision readiness	
<b>TUESDAY 11:59pm Complete SIM Questionnaires on capsim.com</b>					
S1	WED 2/17	Introduction to Capsim	W 3		
S2	FRI 2/19	Capsim decision workshop and <b>Decision P1</b> at 2:40pm	W 3		

### Textbook (for Whole Course) (Required)

Custom Text, "Principles of Business 2014 Textbook", Pearson Custom Business Resources, 2015, ISBN13 978-1-269-77644-8 -- available at student bookstore

### Focus Company (Whole Course)

Amazon.com Inc

### ® Study.Net Reader Articles

Reading #	Article/Reading Title
1	FIRO B Questionnaire – <b>complete this questionnaire and bring to first discussion</b>
2	"Delivery Start-Ups Are Back Like It's 1999", The New York Times (August 2014)
3	"Financial Statement and Ratio Analysis", Paul Healy and Jacob Cohen (Sept 2000) HBS 9-1010-029
4	"Markets: High anxiety" <b>Financial Times</b> (January 2016)
5	"Brokers Fight Rule to Favor Best Interests of Customers" The New York Times (June 2014)

### W Web Resources to be downloaded/streamed

Reading #	Article/URL
1	Amazon.com Recent 10-Q reports (especially pages 3-6) <a href="http://phx.corporate-ir.net/phoenix.zhtml?c=97664&amp;p=irol-reportsOther">http://phx.corporate-ir.net/phoenix.zhtml?c=97664&amp;p=irol-reportsOther</a> (e.g. 1st link)
2	Marketplace – "...we do the numbers" (audio) <a href="http://www.marketplace.org">http://www.marketplace.org</a>
3	"Capsim Foundation Team Member Guide" (pdf) Included with Capsim Subscription – select "Help and Support" then "PDF Guide"

### SIM Decisions

The first business simulation decision will be end of week 5 on 2/19/2015 **during class**. Team member attendance at this session is required.



**Dr. Omar Romero-Hernandez**

<http://facultybio.haas.berkeley.edu/faculty-list/romerohernandez-omar>

**Reaching Prof. Romero-Hernandez:** Ask quick questions of general interest (such as content clarifications) just before or right after lecture. For more in-depth discussions see me at office hours.

**Office:** F 502-P Haas (Faculty Building, 5<sup>th</sup> floor)

**Office Hours:** **Wednesdays 3.00 hrs – 3.30 hrs (outside the lecture classroom) and Fridays, 1.00-2.00pm at Haas**

**Email:** [oromero@haas.berkeley.edu](mailto:oromero@haas.berkeley.edu)

	Date	Topic	Reading Full references available on the next page	Notes
1	<b>02/22 MON</b>	<b>Business Operations - I</b> Process View Supply Chain view Competitive priorities	Chapter 13 “Using Operations to Compete” (pp 439-448) Article: “What is Strategy?”	Please note that material presented and included in lecture notes will be based on the text book, <u>plus</u> some extra concepts and examples prepared by the instructor.  Read the book chapters and articles in advanced of each lecture.
2	<b>02/24 WED</b>	<b>Business Operations – II</b> Competitive priorities and capabilities Productivity improvement Challenges	Chapter 13 “Using Operations to Compete” (pp 448-460) Article: “What is Strategy?”	
3	<b>02/26 FRI</b>	<b>Developing a Process Strategy - I</b> Process strategy Process structure, layout Services and Manufacturing	Chapter 14 “Process Strategy” (pp 469-477)	<b>In section this week:</b> Review of Module 1 - exam. Module 2 introduction: Business operations and sustainability.
4	<b>02/29 MON</b>	<b>Developing a Process Strategy - II</b> Customer involvement Resources Strategic Fit and Change	Chapter 14 “Process Strategy” (pp 480-489)	
5	<b>03/02 WED</b>	<b>Supply Chains - I</b> Supply Chain Design Measures of Performance Inventory placement	Chapter 15 “Supply Chain Design” (pp 499-509) Article: “What is the Right Supply Chain for your Product”	<b>In section this week:</b>  <b>Examples and review on Business operations and sustainability.</b>
6	<b>03/04 FRI</b>	<b>Supply Chains - II</b> Mass customization Outsourcing Strategic implications Sustainable Supply Chains	Chapter 15 “Supply Chain Design” (pp 509-515) Article: Strategy and Society.   HBR	
7	<b>03/07 MON</b>	<b>Sustainability - I</b> Strategy and Society Green products and green brands	Article: Disrupt and Delight. Five Principles for Sustainable Design Innovation. BBMG.	<b>In section this week:</b>  <b>Module wrap up and getting ready for the exam</b>
8	<b>03/09 WED</b>	<b>Sustainability - II</b> Business opportunities The way ahead...		

9	03/11 FRI	Module Exam	All of the above	
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<b>Book:</b>	
Custom Text, "Principles of Business Textbook", Pearson Custom Business Resources, 2015, ISBN13 978-1-269-77644-8 -- available at student bookstore	<p>This book is a one shop solution for you. All you need to read and learn for this module is included in this book (three chapters) and the readings available (see details below). We are conscious of your time and engagement across all your courses and the fact that you need clarity and scope to prepare for this module and the final exam.</p> <p>Let's make it simple: exam questions for this Module are based on our lectures, this book and the readings. There is no need to read any other book, chapter, article (unless you are interested – I would be happy to guide you on any extracurricular interest)</p>
<b>Readings:</b>	
1. What Is Strategy?, M. Porter, Harvard Business Review   HBR	<b>Available in Study.Net. Have it read by Wednesday, 02.24, before lecture</b>
2. What Is the Right Supply Chain for Your Products?, Marshall Fisher , Harvard Business Review   HBR	<b>Available in Study.Net Have it read by Wednesday, 02.29, before lecture</b>
3. Strategy and Society. Porter M. and Kramer M., Harvard Business Review   HBR	<b>Available in Study.Net Have it read by Friday 03.04, before lecture</b>
4. Disrupt and Delight. Five Principles for Sustainable Design Innovation. BBMG.	<b>Available in Study.Net Have it read by Monday 03.07 before lecture</b>