



## MASTER IN BUSINESS ADMINISTRATION

# C O U R S E S Y L L A B U S

## DEVELOPMENT OF ENTERPRISE I

<b>Course Code:</b>	DE-I
<b>Faculty :</b>	Prof. D.A. Antonio and F.M. Bernardo, III
<b>Sessions:</b>	30 sessions

### **Course Objectives:**

1. To foster AIM's mission of developing entrepreneurial leaders and managers by planting the seeds of entrepreneurship in them
2. To create greater awareness, understanding and appreciation of what it takes to be successful entrepreneurs and good opportunity finders
3. To develop students' knowledge, skills and competencies in setting up an enterprise and preparing a business plan
4. To hone students' analytical, critical, creative, integrative and systemic thinking skills
5. To instill values and attitudes that would make students more cognizant of their business social responsibility and more conscious of their roles as nation builders, community contributors and people developers

### **Course Description**

Development of Enterprise I (DE I) is a foundation course for would-be entrepreneurs in the setting of a two-year Master in Business Administration (MBA) program. It is given in the first semester of the first year of the MBA Program to introduce students to the basic concept of Enterprise Development.

The course starts with a framework through lecture-discussion on Enterprise Development: Life Cycle and Life Forces with a handout on the Enterprise and Project Evaluation Model. It then proceeds to Module I with four sessions focusing on the Enterprise Life Forces which includes:

- 1) The Entrepreneur as Primordial Life Force
- 2) Enterprise Operations as Regenerative Life Force
- 3) Enterprise Operations as the Inner Life Force
- 4) Enterprise Product Service as the Visible Life Force
- 5) Relevant World of the Enterprise as the Outer Life Force

Modules II to VI, the basic core of the course, go through the various stages of the Enterprise Life Cycle which include:

- 1) Environment Scanning and Opportunity Seeking – Module II
- 2) Evaluating Alternatives and Opportunity Assessment – Module III
- 3) Implementation – Module IV
- 4) Commercialization, Expansion, Integration and Diversification – Module V
- 5) Rehabilitation, Repositioning and Restructuring – Module VI

Module II covers Industry Analysis, the Search for New Product Opportunities, Scanning the Big, Medium and Small Pictures of the Industry, the Market and the Micromarket. It has five sessions.

Module III goes into Opportunity Assessment and Scanning, Product/Service Conceptualization, Creativity and Intuition in Management, Positioning the Product/Service and Technology Management Issues in Product-Market Matching, Choosing Among Alternative Product Lines and Pre-Feasibility Studies.

Module IV which is on Implementation, focuses on the Business Plan and proceeds to Strategic Planning, Market Entry Strategy and Operating the Enterprise with four sessions.

Module V emphasizes Commercialization and Expansion, Integration and Diversification, and pursuing Alternative Strategies for Growth. It contains four sessions.

Module VI is about Funding the Enterprise Rehabilitation.

Running across the entire course is a Group Project, which requires students to do a pre-feasibility study and a business plan. Initial activities include market/micromarket analysis and opportunity seeking Session 10 and the choice of a product-service and an enterprise concept is expected after Session 12, the Business Plan is due on Session 27.

### ***Learning Methodologies and Approaches Used***

Development of Enterprise (DE I) will use several learning methodologies including lectures, guests/resource person, case discussions, exercises, and an integrative group project where students will prepare a pre-feasibility study and business plan. The basic approach is to evoke learning from the students rather than impart knowledge. Emphasis will be on “how to think through” a business opportunity, an environmental situation, an enterprise problem, a new project concept, an entrepreneurial dilemma, and so on. Interactive and highly participative learning will be employed throughout the course.

### ***Evaluation and Feedback Systems***

Class Participation	40%
Business Opportunity Presentation	10%
Business Plan Presentations	40%
Class Reporting/Quizzes	10%

**Project Guidelines (Business Plan)**

1. The Business Plan project will be done in groups based on the Learning Teams.
2. Each Learning Team must submit three proposed products or services for study to the DE I professor. The DE I professor will choose from the proposed products or services.
3. The Business Plan should include the following:
  - a. Market Study.
  - b. Operations Plan
  - c. Financial Plan and Analysis
4. The Learning Team will prepare for a class presentation of their Business Plan.

**Course Outline**

Session #	Cases, Readings and Exercises
1	<p><b><i>Course Framework: Lecture/Discussion: Enterprise Development: Life Cycle and Life Forces</i></b></p> <p>Handout: <b>Enterprise &amp; Project Evaluation Model</b></p>
<b>Module I - Enterprise Life Forces</b>	
2	<p><b>Topic: The Entrepreneur as Primordial Life Force and the Entrepreneurial Process</b></p> <p><b><i>Case: JAD (A): From Entrepreneurship to Intrapreneurship</i></b></p> <p>The JAD case traces the entrepreneurial of Jay Bernard (the "J" in JAD) and the roles of Allan Reyes (The "A") and Dina GO ( the "D") in his entrepreneurial endeavors. Jay's peregrinations lead him to the subcontracting field where he exploits his past relationship with Johnson and Johnson (J&amp;J) to found several worthwhile businesses, varying from manufacturing to logistics to product research and development. Beyond JAD, J&amp;J explores other multinational partners</p> <p>The case highlights how Jay uses his personal contacts, capitalizes on his entrepreneurial experience and applies his negotiating and bargaining skills to land deals and contracts. He has unique "transparency" formula that wins the hearts and pockets of his principals. The case ends with Jay looking forward to his next challenge - how to create corporate entrepreneurs as his mini-conglomerate starts to burst at the seams.</p> <p>SUBJECT: General management; Development management; Entrepreneurship and Leadership, Enterprise Development and Strategy, Negotiations and Bargaining, Subcontracting and Logistics Business</p> <p>COPY YR.: 1997 SETTING: Philippines LENGTH: 9</p>

Session #	Cases, Readings and Exercises
	<p><b>Case: JAD (B)</b></p> <p>JAD (B) picks up from where JAD (A) leaves. Jay Bernardo is trying to "mold" corporate entrepreneurs so that he can transfer his heavier and heavier entrepreneurial workload. His past success and fast pace of growth seem to be taking its toll on his personal quality of life. He wants to have a baby with his wife Dina in the United States while his principals for his subcontracting ventures are putting the pressure on him to be constantly present in the Philippines factory.</p> <p>The case has a sub-plot in Gerro Santos, Jay's former classmate and protégé corporate entrepreneur. Gerro also wants to have a better quality of life. He is asking for higher pay because dividends on his equity share were not being paid out but getting ploughed back into the business. Jay has to find compensation " formula" for Gerro that does not upset the corporate apple cart. But Gerro has his options too.</p> <p>Meanwhile, there are other opportunities knocking at JAD's door. Jay has to develop more corporate entrepreneurs to tap opportunities. Sending his managers to the Asian Institute of Management is one option. Having a good in-house development program is another.</p> <p>SUBJECT: General management; Development management; Entrepreneurship, Corporate Entrepreneurship and Leaderships, Executive Compensation, Profit Sharing with Business Partners, Business and Personal Values, Human Behavior in Organizations  COPY YR.: 1998  SETTING: Philippines, Asia  LENGTH: 10</p> <p>Read: Chapter 6, The Entrepreneurial Mind in Thought and Action, New Venture Creation by Jeffrey A. Timmons</p>
3	<p><b>Topic: The Enterprise Product Life Force and The Relevant World of the Enterprise</b></p> <p><b>Case: Iwan Tirta: The Business of Preserving a Heritage</b></p> <p>SUBJECT: Production; Venture; Enterprise development  COPY YR.: 1988  SETTING: Indonesia, Asia  LENGTH: 16</p> <p><b>Case: Kopitiam: The Business of Upgrading the Hawker's Trade Concept</b></p> <p>On May 23, 1998, the highly advertised and much awaited round-the-clock Kopitiam food court chain was opened on the ground level of the Le Meridien Hotel and Shopping Center at Orchard Road, Singapore. The food court at Le Meridien was the 14th outlet of Kopitiam Investment Private Limited. Barely a month after, just like its predecessor outlets, the Orchard outlet was already a by-word in this well-known tourist belt of Singapore.</p>

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	<p>Kopitiam Investment owed its success to its founder and Chairman of the Board, Lim Bee Huat. Bee Huat had revolutionized the traditional hawker's trade concept and turned the Kopitiam into a 24-hour food court, selling affordable, but clean hawker's food with ambience to boost.</p> <p>Unperturbed by the financial crisis plaguing the world, Kopitiam Investments embarked on expanding its business relying on low and cheap operational start-up costs and supplies to launch an aggressive and strategic expansion plan/mode, substantiated with detailed in-depth feasibility studies.</p> <p>SUBJECT: General management; Entrepreneurship; Leadership Marketing; Strategic Market Planning COPY YR.: 1998 SETTING: Singapore, Asia LENGTH: 20</p>
4	<p><b>Topic: Enterprise Operations &amp; Enterprise Organization – The Regenerative and Inner Life Forces</b></p> <p><b><i>Case: Au Bon Pain</i></b></p> <p>An eight-year-old company is in the midst of growth. This case follows the company, from its inception through its growth stages. Teaching objectives are to understand the problems of growth, partnership, and operations driven companies</p> <p>SUBJECT: General Management; Human Resource Management; Corporate Culture; Creativity; Entrepreneurship; Organization; Partnership COPY YR.: 2001 SETTING: Philippines, Asia LENGTH: 6</p> <p><b><i>Related Websites:</i></b>  <a href="http://www.aubonpain.com">http://www.aubonpain.com</a>  <a href="http://www.boston.com/aubonpain/corp/bckgrnd.htm">http://www.boston.com/aubonpain/corp/bckgrnd.htm</a></p>
<b>Module II - Environment Scanning and Opportunity Seeking</b>	
5	<p><b>Topic: Scanning the Environment</b></p> <p><b><i>Read: Industry Analysis</i></b>  <b><i>The Search for New Product Opportunities</i></b></p> <p><b><i>Case: JAD (C1): Crisis as Opportunity</i></b></p> <p>No abstract available.</p> <p>COPY YR.: 1998 SETTING: Philippines, Asia LENGTH: 5</p>

Session #	Cases, Readings and Exercises
	<p><b>Handout: JAD (C2): Crisis as Opportunity</b></p> <p>No abstract available.</p> <p>COPY YR.: 2001 SETTING: Philippines, Asia LENGTH: 6</p>
6	<p><b>Topic: Scanning the Big and Medium Picture – Industry and Market Analysis</b></p> <p><b>Read: Note on the US Athletic Footwear Industry</b></p> <p><b>Case: Reebok’s Marketing Strategy for 1990s (B)</b> Source: Rao, Vithala R. and Steckel, Joel. H. 1998. Analysis for Strategic Marketing, Addison Wesley</p> <p><b>Related Websites:</b> <a href="http://www.reebok.com/default.htm">http://www.reebok.com/default.htm</a></p>
7	<p><b>Topic: Scanning the Big and Medium Picture – Industry and Market Analysis</b></p> <p><b>Case: Philippine Wine Market (A)</b></p>
8	<p><b>Topic: Scanning the Small Picture</b></p> <p><b>Read: 1. Note on Assessing Micromarkets in Franchises 2. Note on Gasoline Franchises</b></p> <p><b>Cases: 1. Goldilocks: Benchmarking with Direct and Indirect Competition 2. Shell Supercar Gas Station – Estimating Micromarket Potential</b></p>
9	<p><b>Topic: Opportunity Assessment</b></p> <p><b>Read: Chapter 4, Screening Venture Opportunities New Venture Creation by Jeffrey A. Timmons</b></p> <p><b>Case: Handmade Leathersgoods (A): The Micromarket Study</b></p> <p>Lock Stock and Barrel produced and marketed handmade leather goods that did not require any automated equipment whatsoever. Its products ranged from men’s utility bags to saddlebags, belts, organizers and other small leather items. To assess its micro-market and understand the specific product attributes that would appeal to them, the venture proponents conducted test-marketing activities: a focused group discussion to get actual market feedback on the products’ features and attributes; a usage, awareness and image (UAI) survey to get qualitative and quantitative data on preferences, buying habits, income levels and the profile of the most like buyers (MLBs) of the products; and actual selling in bazaars to determine actual domestic demand for the products.</p>

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	<p>From the FGD and prototype tests, the strengths and weaknesses of the product's design, construction and price were identified and insights on positioning, branding and distribution generated. The survey results on the UAI yielded information that enabled the narrowing down of market buyers for leader goods, the identification of the usual form of distribution of leather products and the critical purchasing behavior of MLBs such as the frequency of their purchase of leather products, their reasons for buying and other preferential buying considerations. The prior test marketing conducted in bazaars enabled the proponents to analyze the behavior of MLBs such that it could address key marketing issues like the need to create brand awareness, packaging, etc.</p> <p>SUBJECT: Marketing; Entrepreneurship; Leather Products  COPY YR: 1999  SETTING: Philippines  LENGTH: 16</p>
10	<p><b>Topic: Product/Service Conceptualization</b></p> <p><b>Read: Product/Service Conceptualization: An Art of Imagination and Creativity</b></p> <p>Teaching Purpose: Show how the creative entrepreneur-leader conceptualizes new products and services</p> <p><b><i>Case: Lampturn (A): Venture Preparation: Product Concept, Innovation and Development</i></b></p> <p>This case presents the preparation portion of the Management Research Report (MRR) Venture of two Master in Business Management students, Ma. Cristina V. Pastrana and Ronaldo D. Pingol of the Asian Institute of Management. The venturers decided to produce a Japanese-styled lantern where colorful images were reflected into the lantern shade. They got the concept from similar products they saw in three movies. This case provides only the conceptualization, innovation and development part of the MRR. The other parts are given in subsequent cases of Lampturn. The case is divided into two. Part one discusses the opportunity search and venture preparation process. Part two tackles the technical and operations study. The rest of the case was lifted verbatim, with some editing, from the MRR.</p> <p>TEACHING PURPOSE: To illustrate how leaders and entrepreneurs go about conceptualizing new products, assessing their potentials and configuring the best product design/formulation to meet market needs. The case shows how the entrepreneur can forecast or predict good product performance in the future by doing a lot of homework today. To depict various methodologies in testing and developing products.</p> <p>SUBJECT: Marketing, Innovation, Product Development, Entrepreneurship</p> <p>COPY YR: 1997  SETTING: Philippines  LENGTH: 29</p>

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	<p><b><i>Case: Crunchy Bawang (A): Venture Preparation</i></b></p> <p>No abstract available.</p> <p>SUBJECT: Marketing, Innovation, Product Development, Entrepreneurship            COPY YR: 1997            SETTING: Philippines            LENGTH: 23</p>
11	<b>WAC Discussion : EDSA-Pasong Tamo Property</b>
12	<b>Guests: Ms. Artesa Saldivar / Mr. Illac Diaz</b>
13 & 14	<b>Presentation of Business Opportunities</b>
15	<b>Guest Speaker: Robert Kuan</b>
16	<p><b>Topic: Positioning the Product/Service: Product-Market Matching</b></p> <p><b><i>Case: Handmade Leathergoods (B): Selecting Target Markets</i></b></p> <p>Subject: Marketing: Entrepreneurship: Leather Products            COPY YR.: 1999            SETTING: Philippines, Asia            LENGTH: 18</p> <p><b><i>Case: Lampturn (B): Market Study and Test Marketing</i></b></p> <p>This case presents the preparation portion of the Management Research Report (MRR) Venture of two Master in Business Management students, Ma. Cristina V. Pastrana and Ronaldo D. Pingol of the Asian Institute of Management. The “ventures” decided to produce a Japanese-styled lantern where colorful images were reflected into the lantern shade. They got the concept from similar products they saw in three movies. This case gives only the market assessment part of the MRR.</p> <p>SUBJECT: Marketing, Innovation, Product Development, Entrepreneurship            COPY YR: 1997            SETTING: Philippines            LENGTH: 25</p>
17	<p><b>Topic: Technology Management Issues in Product-Market Matching</b></p> <p><b><i>Read: Technology Management Issues</i></b></p> <p>This reading describes the technology choices and options, technology processes and development that were undertaken in four business ventures: Behn’s Jars, S. Baluyut Manufacturing Company, LTDI Soy Sauce Manufacturing Company, and Advance Energy Saving Ballast. The reading likewise discusses the implications of the adoption of various technologies on the operations and management of these enterprises.</p> <p>Subject: Operations management; Information Technology            COPY YR: 1999            LENGTH: 21</p>

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	<p><b>Case: Jaipur Leg (A)</b></p> <p>No abstract available.</p> <p>COPY YR: 1997 SETTING: LENGTH: 10</p> <p>Handout: Jaipur Leg (B)</p>
18	<p><b>Topic: Choosing Among Product Lines</b></p> <p><b>Case: Lakandula Production Corporation (A): Dairy Products</b></p> <p>COPY YR: 1997 SETTING: Philippines</p>
19	<p><b>Topic: The Pre-Feasibility Study</b></p> <p><b>Case: Two Pre-Feasibility Studies Shakey's Pizza</b></p> <p><b>Related Websites:</b> <a href="http://www.shakeypizza.ph/">http://www.shakeypizza.ph/</a></p>
<b>Module IV - Implémentation</b>	
20	<p><b>Topic: The Business Plan</b></p> <p><b>Case: House Call: Home Management Services</b></p> <p>No abstract available. LENGTH: 38</p> <p><b>Read: Outline of a Business Plan</b></p> <p>No abstract available. LENGTH: 31</p>
21	<p><b>Topic: Entering and Exploiting the Market</b></p> <p><b>Case: Judy Wicks (A)</b></p> <p>Entrepreneur Judy Wicks has built the White Dog Cafe from a carry-out muffin shop into a full-service restaurant. But she has ambitions to provide her diverse clientele with more than an acclaimed dining experience. She also wants to incorporate broader community concerns into her restaurant's operations. How can she meld her social values with her business objectives?</p> <p>TEACHING PURPOSE: Explores how managers' personal values and philosophies can be of strategic business value, and demonstrate the growth that can come from</p>

Session #	Cases, Readings and Exercises
	<p>redefining the boundaries of a traditional business category.</p> <p>SUBJECT: Marketing Management, Entrepreneurship, Business and Society, Business Enterprise Trust, Cross-Cultural Relations, Ethics, Marketing Strategy, Restaurants</p> <p>COPY YR: 1996</p> <p>SETTING: United States</p> <p>LENGTH: 2</p> <p><i>Case: Judy Wicks (B) HAND OUT</i></p> <p>COPY YR: 1996</p> <p>SETTING: United States</p> <p>LENGTH: 12</p> <p><i>Related Websites:</i>  <a href="http://www.whitedog.com/">http://www.whitedog.com/</a></p>
<p><i>Module V - Commercialization and Expansion</i></p>	
22	<p><b>Topic: Expansion and Integration</b></p> <p><i>Case: A Family of Entrepreneurs: The Raiva Siblings and Spouses</i></p> <p>COPY YR.: 1997</p> <p>SETTING: Thailand, Asia</p> <p>LENGTH: 15</p> <p><i>Related Websites:</i>  <a href="http://www.sandp.co.th/home.htm">http://www.sandp.co.th/home.htm</a></p> <p><i>Case: The Blue Bird Group: A trilogy on three Generations of Entrepreneurial Manager. Case A: The First Generations: Ibu Mutiara Djokosoetono</i></p> <p>Deals with the founder and president of the company, Madame Mutiara Djokosoetono, as an entrepreneur. The case traced how Madame Mutiara built the company from a fleet of 25 taxis in 1972 to some 4,000 in 1998; including how the transportation core business diversified into related businesses such as hotel/resort, bus-body manufacturing, fire truck assembly, automotive light bulb, forwarding and cargo, and CNG distribution. She shared her thought on future plans for the company through manufacturing of automotive spare parts and repair. In 1998 Blue Bird was managed by the family second and third generation in keeping with the policy of Madame that only her direct bloodline could own and manage the Blue Bird Group. The key success factors of the company was its own commitment to customer service through quality operating system and quality staff and drivers.</p> <p>COPY YR.: 1998</p> <p>SETTING: Philippines, Asia</p>

Session #	Cases, Readings and Exercises
	<p>LENGTH: 11</p> <p><b><i>Case: The Blue Bird Group: A Trilogy on Three Generations of Entrepreneurial Managers. Case B: The Second Generation: Purnomo Prawiro Djokosoetono</i></b></p> <p>No abstract available.</p> <p>COPY YR.: 1998 SETTING: Philippines, Asia LENGTH: 5</p> <p><b><i>Case: The Blue Bird Group: A Trilogy on Three Generations of Entrepreneurial Managers. Case C: The Third Generation: Noni, Sigit and Kresna</i></b></p> <p>No abstract available.</p> <p>COPY YR.: 1998 SETTING: Philippines, Asia LENGTH: 5</p> <p><b><i>Related Websites:</i></b> <a href="http://www.bluebirdgroup.com/history.html">http://www.bluebirdgroup.com/history.html</a></p>
23	<p><b>Topic: Diversification</b></p> <p><b><i>Case: Tunku Abdullah, The Royal Entrepreneur</i></b></p> <p>Tunku (prince) Abdullah's colorful entrepreneurial career is narrated in the case. His training in Japan during the war, education in England, work experience as a government bureaucrat and public service as a member of the Malaysian parliament set him up for entrepreneurship. He used his background, his connections and sheer guts to develop a wide range of entrepreneurial ventures varying from construction to defense, beverages to travel and tourism, leasing to insurance, transport to agribusiness, advertising to computers, central markets to schools and many more.</p> <p>From Tunku Abdullah, the patriarch, the case proceeds to how his children assume their inherited roles in a fast expanding family corporation. Eventually, a "model" for organizing how a family corporation should be structured and run is arrived at to keep the family peace and kindle the entrepreneurial spirit.</p> <p>The case ends with the patriarch's vision and how he intends to live the rest of his life... pursuing more dreams.</p> <p>SUBJECT: Development management; Entrepreneurship; Corporate Entrepreneurship; Leadership; Family corporations; Enterprise development; Growth and Organizational Restructuring</p> <p>COPY YR.: 1998 SETTING: Malaysia, Asia LENGTH: 13</p>

Session #	Cases, Readings and Exercises
	<p><b>Related Websites:</b>  <a href="http://www.melewar.com/">www.melewar.com/</a></p> <p><b>Case: Charoen Pokphand Group (A)</b></p> <p>Charoen Polphand (CP) is one of the largest southeast Asian conglomerates. Specializing in animal feed, it ventured into China in the 1970s. This venture proved to be a major success. However, Chinese companies began imitating CP's agricultural technology, the most notably being Hope Feed. Hope began a price war with CP which saw CP' market share and profits dwindling. This case demonstrates how success and market leadership can be developed and yet robbed in the face of worthy competition. CP's strength in China's animal feed business eroded when competition caught up with its technology and engaged in more aggressive marketing. By diversifying into many unrelated businesses, CP's resources were stretched and it lost sight of its core competence. The case also shows how market challengers can overcome market leaders through aggressive strategies. As a secondary objective, this case also provides information on how businesses are dealt in China. Notably, the notion of "guanxi" or networking is discussed.</p> <p>SUBJECT: Marketing; Marketing strategy; Competition; Networking</p> <p>COPY YR.: 1999  SETTING: Malaysia, Asia  LENGTH: 5</p> <p><b>Related Websites:</b>  <a href="http://www.cpthailand.com/">http://www.cpthailand.com/</a></p>
<b>Module VI - Funding the Enterprise</b>	
24	Topic: Entry Strategy Venture Capitalists – J.A. Patag and funders
25-26	Field Trip – Canyon Woods/Las Haciendas
<b>Module VII - Integration – Group Project</b>	
27-30	Group Project Presentations

**Knowledge, Competencies, Skills, Values and Attitudes Sought**

Session	Knowledge	Skills & Competencies	Values & Attitudes
1	<ul style="list-style-type: none"> <li>Enterprise Life Cycle and Life Forces Model</li> <li>Enterprise and Project Evaluation Model</li> </ul>	Framework and Model Building	
2	<ul style="list-style-type: none"> <li>Entrepreneurial processes in start-ups and growth</li> <li>Concept of entrepreneurship and corporate entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>How to start a business, make proposals and deals, convince partners/ principals / customers</li> <li>How to grow a business</li> <li>Analytical thinking on what it takes to be successful</li> <li>Intuitive thinking on personality of entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Transparency in deal-making and sustaining</li> <li>Entrepreneurship is both a character trait and “learnable skills and competencies”</li> </ul>
3	<ul style="list-style-type: none"> <li>Impact of major changes in environment on business</li> <li>Potentials of expansion, diversification, integration</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity seeking and scanning</li> <li>Creative thinking</li> <li>Critical thinking - choosing among alternative opportunities</li> <li>Integrative thinking – making sense out of diverging directions</li> <li>Handling and managing conflicts/crisis</li> <li>Dealing with corporate entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity is just the back-side of crisis</li> <li>Positive outlook towards crisis</li> <li>Having the entrepreneurial mindset</li> </ul>
4	<ul style="list-style-type: none"> <li>Three levels of entrepreneurship – originator, operator and organizer</li> <li>Entrepreneurial processes in expanding operations and building the entrepreneurial organization</li> </ul>	<ul style="list-style-type: none"> <li>Analytical thinking on what it takes to develop, grow and expand an enterprise</li> <li>Integrative thinking on the complete enterprise development model</li> <li>How to build the entrepreneurial organization</li> <li>How to nurture corporate culture</li> </ul>	<ul style="list-style-type: none"> <li>Appreciates need for complementing strengths and weaknesses of entrepreneurial partners</li> <li>Appreciates virtues of hard work, dedication, team complementation, shared values and total commitment</li> </ul>
5	<ul style="list-style-type: none"> <li>The business of batik</li> <li>The Kopitiam business</li> <li>Two different paths to entrepreneurship:               <ul style="list-style-type: none"> <li>- from adversity to affluence</li> <li>- from affluence to fame</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Observation and adaptation – seeing and exploiting opportunities</li> <li>Research and experimentation – developing and promoting the superior product</li> </ul>	<ul style="list-style-type: none"> <li>Vision, determination, hardwork and innovation as key attributes of the entrepreneur</li> <li>Perfection and</li> </ul>

Session	Knowledge	Skills & Competencies	Values & Attitudes
		<ul style="list-style-type: none"> <li>• Process of growing the enterprise operations and organization</li> </ul>	<p>thoroughness are virtues of the successful entrepreneur</p> <ul style="list-style-type: none"> <li>• Follow your dreams and purple passions</li> </ul>
6	<ul style="list-style-type: none"> <li>• Industry definition, parameters, structure, and status</li> <li>• Various techniques in opportunity seeking</li> </ul>	<ul style="list-style-type: none"> <li>• Analyzing an industry and the market it serves</li> <li>• Demand and supply analysis</li> <li>• Assessing relative bargaining power of an industry</li> <li>• Scanning the “big picture” of the environment and its critical factors</li> <li>• Opportunity seeking and finding</li> </ul>	<ul style="list-style-type: none"> <li>• Every industry or business has its own logic</li> </ul>
7	<ul style="list-style-type: none"> <li>• US Athletic Footwear Industry</li> <li>• Market positioning of Reebok</li> <li>• Understanding different segments of the market</li> <li>• Competitive Positioning of various players in the industry</li> </ul>	<ul style="list-style-type: none"> <li>• Industry and market analysis</li> <li>• Company and market segmentation analysis</li> <li>• Critical thinking on what are the most important variables affecting an industry / market</li> <li>• Comparing and contrasting competitors and their relative strengths and weaknesses</li> <li>• Seeing trends, patterns and cycles</li> </ul>	Appreciation of statistics and how scholarly analysis of numbers can help the entrepreneur
8	<ul style="list-style-type: none"> <li>• US wooden furniture</li> <li>• Alternative marketing and financing strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Same as above</li> <li>• Generating alternatives in marketing and finance strategies using decision tree approach</li> <li>• Analyzing financial statements and dissecting financial problems</li> </ul>	<ul style="list-style-type: none"> <li>• Same as above</li> <li>• Appreciating problems and dilemma of entrepreneurs</li> </ul>
9	<ul style="list-style-type: none"> <li>• Franchise companies</li> <li>• Cake, pastries, and bread franchise</li> <li>• Benchmarking process</li> <li>• Understanding what a micromarket is</li> </ul>	<ul style="list-style-type: none"> <li>• Different approaches and techniques of micromarket analysis</li> <li>• Benchmarking approaches and techniques</li> <li>• Comparing and contrasting</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciation of variety in approaches</li> <li>• Arouse entrepreneurial interest in franchising</li> </ul>
10	<ul style="list-style-type: none"> <li>• Gasoline franchise</li> <li>• Understanding what a micromarket is</li> </ul>	<ul style="list-style-type: none"> <li>• How to estimate the micromarket potential of a franchise / dealership</li> </ul>	<ul style="list-style-type: none"> <li>• Same as above</li> <li>• There are “rules of thumb” that can be</li> </ul>

Session	Knowledge	Skills & Competencies	Values & Attitudes
			developed in micromarket analysis
11	<ul style="list-style-type: none"> <li>Opportunity assessment and screening methods</li> <li>Leathergoods market</li> </ul>	<ul style="list-style-type: none"> <li>Analyzing and screening opportunities using focused group discussions, surveys, observations, bazaar, test marketing, etc.</li> <li>Critical thinking on what is best opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Same as #9 and #10 above</li> <li>Appreciation of what each analytical method hopes to uncover and emphasize</li> </ul>
12	<ul style="list-style-type: none"> <li>Product conceptualization process</li> <li>Novelty product</li> <li>Processed food product</li> </ul>	<ul style="list-style-type: none"> <li>Creative thinking as how to conceptualize a product</li> <li>Analytical and critical thinking on conceptualizing and developing a product</li> <li>Statistical methods in choosing best product attributes / features</li> </ul>	<ul style="list-style-type: none"> <li>Same as # 9, 10, 11 above</li> <li>There is science and art in conceptualizing and developing products</li> </ul>
13	<ul style="list-style-type: none"> <li>What is creativity and intuition</li> <li>Various methods in creative and intuitive thinking</li> </ul>	<ul style="list-style-type: none"> <li>Creative thinking process and techniques</li> <li>Intuitive thinking process and techniques</li> </ul>	<ul style="list-style-type: none"> <li>Creativity and intuition play a major role in enterprise innovation and competitiveness</li> </ul>
14	<ul style="list-style-type: none"> <li>Creativity methods of paradigms, metaphors, reconfigurations and synectics</li> </ul>	<ul style="list-style-type: none"> <li>Creative thinking process and applications to business problem solving and opportunity finding</li> </ul>	<ul style="list-style-type: none"> <li>Same as above</li> </ul>
15	<ul style="list-style-type: none"> <li>Market segmentation and product positioning</li> <li>Product analysis</li> <li>Handmade leathergoods and novelty lamp products and markets</li> </ul>	<ul style="list-style-type: none"> <li>Analytical and critical thinking on how to develop and position a product to exactly match market segment intended</li> <li>Creative and intuitive thinking on how to market the product given the characteristics and traits of specific market segment</li> </ul>	<ul style="list-style-type: none"> <li>There is a "right fit" between product and market</li> <li>It helps to thoroughly know attributes of different consumer segments to push a product</li> </ul>
16	<ul style="list-style-type: none"> <li>Product development and the use of appropriate technology to suit specific needs of specialized market</li> <li>Artificial legs for disadvantaged group</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of behavior and needs of specified market segment</li> <li>How to develop a product that meets the needs of a specialized market</li> <li>Creative and intuitive thinking on product development and product-market matching.</li> </ul>	<ul style="list-style-type: none"> <li>Sensitivity to needs of disadvantaged group by developing product from their point of view</li> <li>Often, simple and suitable prove better than sophisticated and superfluous</li> </ul>
17	<ul style="list-style-type: none"> <li>Dairy products</li> <li>Use of marginal</li> </ul>	<ul style="list-style-type: none"> <li>Analytical thinking using market, financial and</li> </ul>	<ul style="list-style-type: none"> <li>There is a "science" to achieving</li> </ul>

Session	Knowledge	Skills & Competencies	Values & Attitudes
	contribution analysis in choosing product line	production information on best product lines <ul style="list-style-type: none"> <li>• Critical thinking on what is the best choice based on demand, contribution margin and operational ease or difficulty</li> <li>• Systematic and integrative thinking on how to strategize for the enterprise given the findings from analytical and critical thinking</li> </ul>	profitability while catering to market demand and ensuring optimal operations <ul style="list-style-type: none"> <li>• Appreciate quantitative methods and analysis</li> </ul>
18	<ul style="list-style-type: none"> <li>• Shakey's Pizza and the pizza industry</li> <li>• Pre-feasibility studies</li> </ul>	<ul style="list-style-type: none"> <li>• Analytical and critical thinking on establishing feasibility of two pizza parlors</li> <li>• Integrative thinking on seeing the "whole business" and how the different functional areas of marketing, operations, organization and finance come together</li> <li>• Systemic thinking on the "logic of the pizza business"</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciating a step by step, rational approach in feasibility studies</li> <li>• Attentiveness to critical factors and important details of establishing an enterprise</li> </ul>
19	<ul style="list-style-type: none"> <li>• What is a business plan</li> <li>• Example of a business plan using home management services</li> </ul>	<ul style="list-style-type: none"> <li>• How to do a business plan – concepts, outline, presentation and "flow of logic"</li> <li>• How to conceptualize a business given market characteristics, traits, behaviors and preferences</li> <li>• How to operationalize a business</li> <li>• Proving viability of an enterprise through the acid finance test</li> <li>• Critical thinking on what's important in running a particular business</li> <li>• Systemic and integrative thinking on logic of business and how all functions of management (marketing, operations, organization and finance) contribute to</li> </ul>	<ul style="list-style-type: none"> <li>• Same as # 18 above</li> <li>• Importance of insight on " what business one is really in" – finding the essence of an enterprise</li> </ul>

Session	Knowledge	Skills & Competencies	Values & Attitudes
		overall viability	
20	<ul style="list-style-type: none"> <li>Strategic Planning with use of “Right to Left Planning” model</li> <li>Beginning with the end in mind and going backwards to resource requirement</li> </ul>	<ul style="list-style-type: none"> <li>How to go about the strategic planning process with conceptual framework using examples of several companies</li> </ul>	<ul style="list-style-type: none"> <li>There is a methodological approach to strategic planning but one must always start from the “end” or the vision, mission, objectives, key result areas and performance indicators</li> </ul>
21	<ul style="list-style-type: none"> <li>A new restaurant concept: mixing good food with highly relevant social issues</li> </ul>	<ul style="list-style-type: none"> <li>Creative thinking on how to make an enterprise more exciting and sustainable</li> <li>Systemic thinking on “packaging” a business</li> </ul>	<ul style="list-style-type: none"> <li>Business can be mixed with social, political cultural, religious and ecological issues</li> <li>Enterprise with a cause</li> </ul>
22	Furniture operations and organization	<ul style="list-style-type: none"> <li>Cause and effect analysis of why there are organizational and operational problems</li> <li>Critical thinking on the most important factors affecting performance of an enterprise</li> <li>Intuitive thinking on what might be hidden or unsaid reasons behind low productivity and low performance</li> <li>Total systems approach to solve problems</li> </ul>	<ul style="list-style-type: none"> <li>Realize how work environment, production system, and layout affect people and productivity –</li> <li>Appreciated science of management</li> </ul>
23	<ul style="list-style-type: none"> <li>Cutflower industry</li> <li>Flower farm operations, marketing and finance</li> </ul>	<ul style="list-style-type: none"> <li>Overall enterprise analysis in relation to industry potentials in both local and export markets</li> <li>Generating alternative strategies in commercialization / expansion stage - critical and creative thinking</li> <li>Systemic and strategic thinking on cutflower business and industry</li> <li>Identify key success and failure factors</li> </ul>	<ul style="list-style-type: none"> <li>Importance of economies of scale</li> <li>Appreciation of how an enterprise positions itself given the dynamics of the industry</li> </ul>

Session	Knowledge	Skills & Competencies	Values & Attitudes
24	<ul style="list-style-type: none"> <li>Family corporations</li> <li>Diversified corporations</li> <li>Taxi, trucking, transport business</li> <li>Growth and integration process of family enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Systemic and integrative thinking on the logic of the enterprise and how the business conglomerate holds together</li> <li>Intuitive thinking on entrepreneurial leadership and management styles based on actions and actuations of entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>The strengths, advantages and unique management styles of family corporations</li> <li>The pivotal role of matriarchs in leading family corporations</li> </ul>
25	<ul style="list-style-type: none"> <li>Business growth and diversification</li> <li>Family conglomerates</li> </ul>	<ul style="list-style-type: none"> <li>Integrative thinking on how family conglomerates are developed, grown and diversified</li> <li>Intuitive insights on what makes successful entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Appreciating leadership qualities of entrepreneurs</li> </ul>
26	<ul style="list-style-type: none"> <li>Wine business through internet</li> <li>Growth strategies</li> </ul>	<ul style="list-style-type: none"> <li>Critical thinking on how to evaluate alternative strategies for growth</li> <li>Creative generation of alternatives</li> </ul>	<ul style="list-style-type: none"> <li>Appreciate new economy businesses and differentiate with old economy modalities</li> </ul>
27	<ul style="list-style-type: none"> <li>Rehabilitating an enterprise</li> <li>Feedmill business</li> </ul>	<ul style="list-style-type: none"> <li>Cause and effect analysis and fishbone diagram</li> <li>Critical thinking on most influential factors that determine desired outcomes</li> <li>Systems thinking on logic of feed mill industry</li> </ul>	<ul style="list-style-type: none"> <li>Control of critical variables is important for business success</li> <li>Appreciation of fishbone/cause and effect method</li> </ul>
28	<ul style="list-style-type: none"> <li>Repositioning an enterprise</li> <li>Property development and marketing</li> <li>Handy tools</li> </ul>	<ul style="list-style-type: none"> <li>Creative and strategic thinking on process of repositioning an enterprise</li> </ul>	<ul style="list-style-type: none"> <li>What rethinking and reinventing can do for an enterprise</li> </ul>
29	<ul style="list-style-type: none"> <li>Restructuring an enterprise</li> <li>Diversified conglomerate</li> <li>Rationalizing investments</li> <li>Executive compensation and shareholder value creation</li> </ul>	<ul style="list-style-type: none"> <li>Creative thinking on how to build value by reversing the process of growth</li> <li>Critical thinking on what are most important investments</li> <li>Strategic positioning</li> <li>How to generate the most value for stockholders</li> </ul>	<ul style="list-style-type: none"> <li>Appreciating the anti-thesis of growth – how consolidation and contraction create value</li> </ul>
30	<ul style="list-style-type: none"> <li>Knowledge about chosen industry, market, business</li> </ul>	<ul style="list-style-type: none"> <li>How to do a good business plan</li> </ul>	<ul style="list-style-type: none"> <li>Team work</li> <li>Field based application accelerates the learning process</li> </ul>



## MASTER IN BUSINESS ADMINISTRATION

# C O U R S E S Y L L A B U S

## DEVELOPMENT OF ENTERPRISE II

**Course Code:** DE 2  
**Faculty:** Profs. Francisco L. Roman and Gaston D. Ortigas Jr.  
**Sessions:** First Trimester – 30 sessions

### COURSE DESIGN

#### *PART I*

There are 8 segments as follows:

Session / Date	Topic	Activity
1 July 17, Tuesday	<b>I. Innovation &amp; Entrepreneurship</b>	IDEO (Film)
2 July 18, Wednesday		Learning Before, By & After Doing (Films)
3 July 19, Thursday		Organizational Planning
4 July 24, Tuesday		Introduction to Disruptive Technology
5 July 25, Wednesday		Disruptive Technology A Heartbeat Away: Ecton, Inc.
6 July 26, Thursday	<b>II. IT Innovations</b>	Rakuten (Japan)
7 July 31, Tuesday		Precise Software Solutions (USA)
8 August 08, Wednesday		Facebook (USA)
9 August 09, Thursday		Tracmail (India)
10 August 14, Tuesday	<b>III. Opportunity-</b>	Introduction

Session / Date	Topic	Activity
11 August 15, Wednesday	<b>Seeking via Cluster Analysis</b>	Mactan Tourism
12 August 16, Thursday		Phuket Tourism
13 August 21, Tuesday		Marikina Shoe
14 August 22, Wednesday	<b>IV. Macro-Market Industry Analysis</b>	X (c/o GDO)
15 August 23, Thursday		Y (c/o GDO)
16 August 28, Tuesday		Z (c/o GDO)
17 August 29, Wednesday	<b>V. Drilling Down in the Micro-Market in the Philippines</b>	All-Star Burgers (A)
18 August 30, Thursday		All-Star Burgers (B)
19 Sept 04, Tuesday		All-Star Burgers (C1) & Handout (C2)
20 Sept 05, Wednesday		A Touch of Malice
21 Sept 06, Thursday		Almont Marina (A)
22 Sept 11, Tuesday		Almont Marina (B)
23 Sept 12, Wednesday		Almont Marina (C1) & Handout (C2)
24 Sept 13, Thursday	<b>VI. Entrepreneurial Environments</b>	Jerry Rao and Entrepreneurship in the Global Economy
25 Sept 18, Tuesday		Entrepreneurship in Vietnam
26	<b>VII. Other Issues in Entrepreneurship</b>	Banyan Tree
27		Sarah Talley (A) & (B)
28		Noodles & Co.
29		Ekta Kapoor
30		FINAL EXAM
	<b>VIII. Readings</b>	<ul style="list-style-type: none"> <li>a. Gurus in the Garage</li> <li>b. Stumbling into Brilliance</li> <li>c. The Discipline of Innovation</li> <li>d. Pricing as Entrepreneurial Behavior</li> <li>e. Note on Business Analysis for the Entrepreneur</li> <li>f. A Fresh Look at Industry and Market Analysis</li> </ul>

## **PART II**

The preceding layout in the traditional approach to learning using the case-method. Cases are a tried-and-tested learning method. It can also be boring.

**Students will use their can groups as Ideo-groups to do a “deep dive” and to undertake a field project using the Ideo-film as the foundation.**

- **The existing student groups will be divided into two categories.**
- **Category 1 groups may utilize a minimum of \_\_\_\_ class sessions for their project.**
- **The DE faculty will number correspondingly deduct the sessions from the required class attendance.**
- **Category 2 Groups may use up an additional maximum of \_\_\_\_ class sessions for their project that will also reduce their class sessions to attend.**
- **However, the minimum passing grade for Category 1 groups is P-.**
- **The minimum passing grade for Category groups must be a P+.**
- **Groups must submit and initial written proposal on the second week of the First Semester.**
- **Groups must present their completed project on the last week of the First Semester.**

### **PART II (OPTIONAL)**

Those brave and foolhardy souls with the entrepreneurial spirit—the “right stuff” may undertake **the Bob Chandran Challenge**. **This project will be equivalent to \_\_\_\_class sessions, with a P+ minimum grade to pass.**