Course Description

In its fourth year, the “Mini-MBA” is designed for non-business graduate students and post-docs to provide an overview of the material MBA students might encounter in the first year of business school. We invite Harvard Business School professors and top industry professionals to lead case discussions or deliver lectures at each of our meetings. This provides students with the opportunity to engage with complex business problems and learn from real-world scenarios under the guidance of some of the world’s top business thinkers.

Format

Taught by Harvard Business School professors, the majority of our sessions will be taught in the MBA-style “case method”. Students should be prepared for an intensive course in which participation is emphasized and professors may cold-call students to answer questions and offer opinions. The curriculum is based on The 10-Day MBA by Steven Silbiger, with each course session corresponding to one chapter of the book. This book will be used as an optional learning tool while class discussion will focus on assigned cases and reading. Out of respect for our speakers, we ask that students commit to attending a minimum of 8 out of 10 sessions and preparing the required assignments in advance.

The class will meet for ten sessions twice a week over five weeks for 90 minutes to two hours. The majority of classes will be located at HBS. There will be a catered reception following our first and last class meetings.

Fees

There will be a fee of $20 to participate in the course. This fee will not cover the cost of reading materials. Reading materials are available from the Harvard Business Review (hbr.org). They can be obtained online as PDFs and cost about $6.95.

Course Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Topic, Speaker, Reading, Assignment</th>
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<tr>
<td>1 Monday, 5/28/12 3-5pm</td>
<td>Aldrich 107, HBS</td>
<td>Marketing: Helping Customers See How Wonderful Your Amazing New Gadget Is Professor Ray Weaver, HBS Case and Reading: Hephaestus Robot and Aerial Symphonics (developed this year especially for the mini-MBA! Available at no cost at <a href="http://www.rgwlab.net/mini-mba">http://www.rgwlab.net/mini-mba</a>) Assignment: Ponder the discussion questions accompanying the above cases. Welcome Reception to Follow</td>
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<td>2 Thursday, 5/31/12 9-11am</td>
<td>Hawes 101, HBS</td>
<td>Ethics: Leadership and Corporate Accountability Professor Sandra Sucher, HBS Case and Reading: Conflict on a Trading Floor (A) Harvard Business Publishing Products #394060, Is Business Bluffing Ethical? By Albert Z. Carr (HBR article), A Framework for Ethical Reasoning #610050 Assignment: see below</td>
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### Required Readings

Hephaestus Robot and Aerial Symphonics (developed this year especially for the mini-MBA and available at no cost at http://www.rgwlabs.net/mini-mba)

Conflict on a Trading Floor (A) Harvard Business Publishing Products #394060

Is Business Bluffing Ethical? (Abridged)

A Framework for Ethical Reasoning #610050

Chemalite, Inc., (HBS case 9-177-078)

Chapter on Accounting in the 10-Day MBA

Claude Grunitzky (case 412065)

AXA MONY (HBS Case 208-062)

AXA MONY (CW) (HBS Spreadsheet Supplement 209-721)

Freemark Abbey Winery (Abridged; case #606004)

Dogfight over Europe: Ryanair (A) (HBS case 700115)

Benihana of Tokyo (HBS case 9-673-057)

Zipcar: Refining the Business Model (803096)
Recommended Reading

*The 10-Day MBA* by Steven Silbiger

Assignments

**Thursday, 5/31/12**

**Ethics: Leadership and Corporate Accountability**

This case, based on the experience of an HBS MBA before coming to school, will give us a chance to explore ethical reasoning and its consequences in business.

1) Using the note, *A Framework for Ethical Reasoning*, assess the responsibilities of the junior salesperson at FirstAmerica in terms of consequences, rights and duties, community norms, and commitments.

2) How would Carr (author of "Is Business Bluffing Ethical?") advise the junior salesperson? Is this sound advice?

3) As the junior salesperson, what would you do? Why?

**Monday, 6/4/12**

**Accounting**

1) Prepare a summary of the cash transactions and an Income Statement for the first six months of 2003.


3) Prepare a set of financial statements for the stockholders for the year 2003.

**Wednesday, 6/13/12**

**Finance**

1) Why is AXA bidding for MONY? Does the deal make sense (a) for AXA (b) for MONY shareholders (c) for management? As a shareholder, what concerns would you have about the deal?

2) How did AXA finance the takeover bid? Explain the structure that they used. Why did they use this structure? What effects do you think this method of financing has on the likelihood of the deal succeeding?

3) How would you price the ORAN at issue? Is it fairly priced? What does the price of the ORAN on Feb 9th 2003 imply about the probability of the deal succeeding? What is the fair price of MONY stock?

4) Suppose that you held a position in the ORAN bond on February 9th. Would you want to buy or sell MONY stock at (a) the “fair” price of MONY stock calculated in question 3 above (b) the market price of $31.55? How do you explain the market price of MONY stock on February 9th?

5) Suppose you were the manager of a $2bn hedge fund with a significant stake in MONY and that on February 9th you receive a telephone call asking to buy your stock at above the market price if you sign over the voting rights with the shares. What considerations would enter into your decision about whether to sell your stock at $31.55?

**Friday, 6/15/12**

**Quantitative Analysis**

1. In light of the approaching storm, should William Jaeger harvest the Riesling grapes immediately or leave them on the vines?

2. How sensitive is Jaeger's decision to the potential impact on Freemark Abbey's reputation if it bottles an inferior wine?
3. How sensitive is the decision to the probability of Botrytis forming? That is, how much does the probability that mold will form if the storm hits have to change before Jaeger should change his mind?

**Monday, 6/18/12**

**Strategy**

In April 1986, the Ryan brothers announce that their fledging Irish airline Ryanair will soon commence service between Dublin and London. For the first time, Ryanair will face formidable competitors such as Aer Lingus and British Airways on a major route. For our class discussion, you are asked to assess Ryanair's entry strategy and to anticipate the response of incumbent carriers.

1) Will Cathal and Declan Ryan's launch strategy for their fledgling airline succeed?
2) How do you expect Aer Lingus and British Airways to respond? Why?

**Thursday, 6/21/12**

**Operations**

This case describes the development of the Benihana restaurant "model." The company, started by a young Japanese entrepreneur, has grown to a chain of 15 restaurants. In class we will discuss Benihana's operational design choices, the typical process flow used by a Benihana restaurant, and the impact of the design and execution of Benihana's operations strategy on the company's performance.

1) What are the 3-4 most critical factors that must be managed effectively to successfully and profitably operate a restaurant business?
2) Examine the design of Benihana's operating system in detail. What major technology and design choices enable the meal to be served in less than one hour during a peak period?
3) What are the differences between Benihana's production process and that of a typical restaurant? How do these differences affect a customer's dining experience?
4) Compare the operating statistics for a typical restaurant (see Exhibit 1) with those of Benihana for major categories such as food cost, beverage cost, payroll, rent, etc.. Why, for example, does Benihana have a food cost of 30-35%, whereas a typical restaurant has a food cost of 38-48%?

**Note:** The class discussion will focus exclusively on operating system design and pay little attention to expansion issues, so concentrate your efforts on pages 1-5 of the case.

**Monday, 6/25/12**

**Entrepreneurial Management**

Questions to help students as they prepare:

1. Please evaluate this venture -- Zipcar. What do you like and what would you change?
2. How did Chase and Danielson identify this opportunity and how did they execute on their ideas?
3. If you were Robin Chase, how would you present Zipcar at the Springboard conference?

*This course is not an accredited degree program, nor is it affiliated with Harvard Business School. All lecturers are volunteers and in teaching for this course do not act in the official capacity of any academic appointment they may possess.*