

**BUS100 Business Perspectives: E-teams
Across Programs**

Susan C. Borkowski, Ph.D.
Integrated Science, Business, and Technology Program
La Salle University

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The BUS100: Business Perspectives course is integrative, addressing business processes at an introductory level. The strength of the course is its use of a real company and a real industry sector to provide students with an understanding about how "business" really works, and what "business" really is. The University is partnering with Johnson & Johnson, so students will concentrate on the pharmaceutical/health care products industry in general, and on J&J and its consumer products sector in particular.

BUS100 emphasizes the excellence and entrepreneurship concepts of the E-Team, and has as its final product a business plan written by each E-Team and presented to a panel of business executives drawn from University Advisory Boards for their evaluation. The panel will act as surrogate bankers/investors and evaluate each business plan accordingly.

BUS100 is scheduled to be taught *in Spring 2001 for the first time* and provides an initial common educational experience for all School of Business Administration and Integrated Science, Business and Technology freshmen. It emphasizes cross-disciplinary experiential learning, group dynamics, and personal interaction with faculty of the SBA, ISBT, and business executives and entrepreneurs in a small-class environment. Students are introduced to team-building, entrepreneurship, and business plans at the beginning of their academic program in order to build and develop their skills over the next three years.

At end of semester, the teams identified as having business plans for the products with the most realistic commercial possibilities will be encouraged to apply for advanced E-Team grants to further develop their ideas.

The course and all materials can be accessed at <http://www.lasalle.edu>. Click on "Business Perspectives with Johnson & Johnson."

Presenter

Susan C. Borkowski, Professor of Accounting and joint faculty in the Integrated Science, Business and Technology program at LaSalle University, Philadelphia PA, is course coordinator for BUS100: Business Perspectives. She has published extensively the areas of transfer pricing, professional ethics, and gender issues in healthcare management.

BUS100: BUSINESS PERSPECTIVES: E-teams Across Programs

CLASS SCHEDULE - SPRING 2001

PRE WEEK 1

KICKOFF EVENT (T Jan 16 12:30PM-2PM, BALLROOM)

This is the opportunity to introduce the course, the faculty, and the students.

WEEK 1

OVERVIEW OF COURSE Class 1 (W Jan 17/Th Jan 18)

Introductory discussions — What is the course about? — What will we be doing? — What will you accomplish?

THE PEOPLE AND ACTIVITIES OF BUSINESS Class 2 (F Jan 19)

Meet as individual class in assigned classroom. Discuss F&H Chapter 1: The dynamics of business and economics. If you started a small business: What people would be involved (owners, customers, employees)? What activities would be involved (finance, marketing, management, etc.)? Relate to the start of Johnson & Johnson.

Discuss “Writing effective memos”

WEEK 2

THE EXCITEMENT AND CHALLENGES OF STARTING AND GROWING A BUSINESS

Class 3 (M Jan 22/T Jan 23)

Discuss F&H Chapter 6: Small business, entrepreneurship and franchising as it relates to the following questions: Why would you start a business? What are the objectives? What are the benefits of running a business? What challenges would you face as your business grows? Relate to the growth of Johnson & Johnson and to future course decisions.

Discuss “Rules for events”

Discuss “Writing Center guidelines”

TEAM BUILDING EXERCISE Class 4 (W Jan 24/Th Jan 25)

In-class team-building exercise designed to demonstrate ways to improve decision-making using team decisions versus individual decisions. Students are placed in E-Teams in which they remain for the rest of the semester. Discuss the following having read F&H Chapter 8 (Organization, teamwork and communication): How to be a good team member. How to have an effective team. Roles team members play.

NOTE: After this class, students will work in their assigned E-Teams on the course project, which is the preparation and presentation of a business plan for their own start-up company in the health care products industry. As students progress through the semester, they will be expected to apply what they have learned about each topic to their own company (through assigned readings from the text and other sources, and in-class discussions of specific topics and their relevance to Johnson & Johnson).

FRIDAY EVENT: INDUSTRY OVERVIEW Class 5 (F Jan 26)

Meet in the Rodden Theater. An introduction to the health care products industry, including the specific compliance, regulatory and quality issues applicable to the industry, will be presented by Doug Long, Vice President of Industry Relations with IMS Health, the world's leading provider of information solutions to the pharmaceutical and healthcare industries.

WEEK 3

THE BUSINESS PLAN Class 6 (M Jan 29/T Jan 30)

Overview of the requirements of the Business Plan project, including discussion of F&H Appendix A: Business plan and the Business plan overview, format and team evaluation form

BUSINESS ETHICS AND SOCIAL RESPONSIBILITY Class 7 (W Jan 31/ Th Feb 1)

The role of ethics and social responsibility in business. Discuss F&H Chapter 3 and the case on business ethics and social responsibility. Debate issues related to Johnson & Johnson's efforts at becoming a good corporate citizen.

E-Teams work on choice of their "great business ideas" to develop either a competing or a complementary product given Johnson & Johnson's consumer products sector.

FRIDAY EVENT: HISTORY OF JOHNSON & JOHNSON Class 8 (F Feb 2)

Meet in the Rodden Theater. Dave Carberry from Johnson & Johnson will discuss the company's history.

WEEK 4

PRODUCTS AND PRODUCTION Class 9 (M Feb 5/T Feb 6)

Discuss F&H Chapter 9: Production and operations management as it relates to the following questions: How does Johnson & Johnson design, develop, and produce its products? What is the evolution of its product line? What is Johnson & Johnson's current product mix? Where are Johnson & Johnson products designed and produced? Students will respond to these issues by having researched Johnson & Johnson on the Internet.

A GREAT IDEA Class 10 (W Feb 7/ Th Feb 8)

E-Teams present their "great business ideas." Presentations are made to other teams (for example E-Teams 1, 2 and 3 present to each other, and E-Teams 4, 5, and 6 present to each other.) Students receive feedback on their ideas from members of the other teams.

E-Teams work on products and production issues for their start-up companies.

FRIDAY EVENT: SOCIAL RESPONSIBILITY IN A GLOBAL ENVIRONMENT Class 11 (F Feb 9)

Meet in the Rodden Theater. Charles Corace from Johnson & Johnson will talk about the company's role, and lead students through some interactive case scenarios.

WEEK 5

MARKETING STRATEGIES Class 12 (W Feb 14/Th Feb 15)

Discuss the corporate management case

Discuss F&H Chapter 12: Customer-driven marketing, and the assigned article. How has Johnson & Johnson achieved marketing success?

E-Teams work on industry analysis and company's mission statement for their start-up companies.

FRIDAY EVENT: MARKETING STRATEGY Class 13 (F Feb 16)

Meet in the Ballroom. Thomas Lasky from Johnson & Johnson will discuss the company's marketing strategies.

WEEK 6

COMPARE AND CONTRAST JOHNSON & JOHNSON'S POSITION IN THE INDUSTRY
TO ITS COMPETITORS Class 14 (M Feb 19/T Feb 20)

Discuss F&H Chapter 2: Legal and regulatory environment

Students compare and contrast Johnson & Johnson's product mix and business performance with that of its competitors in their individual assignments. Students seek out information by continuing their research on Johnson & Johnson and its competitors on the Internet.

E-Teams work on marketing plans for their start-up companies.

FINANCIAL ANALYSTS' VIEW OF THE INDUSTRY Class 15 (W Feb 21/Th Feb 22)

This is Business Awareness/Executive on Campus Week. Each section will have a financial analyst visit the class and discuss his/her view of the industry.

WEEK 7

PRODUCING AND MARKETING INTERNATIONALLY Class 16 (M Feb 26/T Feb 27)

Discuss F&H Chapter 4: Business in a borderless world, and relate to Johnson & Johnson's experience. Should your team's company be domestic or global?

MIDTERM Class 17 (F Mar 2) Rooms to be announced

The multiple choice and essay-format exam addresses major topics covered to date, including information learned from the text, guest speakers and participation in exercises.

WEEK 8

HOW ARE WE DOING? Class 18 (M Mar 5/T Mar 6)

E-Teams present decisions on products and production, and their mission statement and objectives for their start-up companies. Presentations are made to other teams, and students receive feedback and questions from other team members.

LEGAL FORM OF ORGANIZATION AND ORGANIZATIONAL STRUCTURE Class 19
(W Mar 7/Th Mar 8)

Discuss F&H Chapter 5: Options for organizing a business, including a comparison of sole proprietorship, partnership, and corporation. Discuss alternative forms of organizational structure. Relate to Johnson & Johnson's legal form of organization and structure.

E-Teams present decisions on their industry analysis and marketing for their start-up companies. Presentations are made to other teams, and students receive feedback and questions from other team members.

FRIDAY EVENT: THE ROLE OF THE FINANCIAL EXECUTIVE Class 20 (F Mar 9)

Meet in Rodden Theater. This session will be presented by Michael Rose from Johnson & Johnson

SPRING BREAK MONDAY MARCH 12 - FRIDAY MARCH 16

WEEK 9

FIELD TRIP (Mar 19-Mar 23)

Field trips will be made to various Johnson & Johnson subsidiaries on T/W/Th during the week. Sites include Centacor (Malvern PA), Johnson & Johnson/Merck Consumer Products (Lancaster PA), McNeil (Ft. Washington, PA), Ortho-McNeil Pharmaceutical (Raritan, NJ), Ethicon (Somerville, NJ) and Johnson & Johnson Consumer Products (North Brunswick, NJ).

WEEK 10

CULTURAL/MULTINATIONAL DIVERSITY Class 21 (anytime during week 10)

Students attend one session of La Salle's Diplomat-in-Residence program and prepare critiques as part of their exposure to cultural diversity as well as international awareness.

CULTURAL/MULTINATIONAL DIVERSITY IN NEGOTIATIONS Class 22 (M Mar 26/T Mar 27)

Discuss "Where will Johnson & Johnson go from here?" assignment

Discuss F&H Chapter 11: Managing human resources, and its multinational implications.

Introductory discussion on negotiations and multicultural differences as preparation for exercise in class 22.

CULTURAL/MULTINATIONAL NEGOTIATIONS EXERCISE Class 23 (W Mar 28/Th Mar 29)

Meet in Music Room or other specially-assigned rooms in College Hall. In-class focuses on negotiations and cultural differences. Mock negotiations take place in the class among three cultural groups at a business cocktail party. The three groups are negotiating a business deal to build a hotel in Australia.

FRIDAY EVENT: STRATEGIC PLANNING: WHERE WILL JOHNSON & JOHNSON GO FROM HERE?

Class 24 (F Mar 30)

Meet in the Ballroom. Speaker from Johnson & Johnson will make presentation on its strategic plans — where is it headed? Where does it want to go? How will it get there?

WEEK 11

THE ROLE OF ACCOUNTING IN YOUR BUSINESS Class 25 (M Apr 2/T Apr 3)

Students from Beta Gamma Sigma, Beta Alpha, and the Business Honors Society assist E-Teams in preparing simple financial statements for their start-up companies: a 3-year sales forecast, projected income statement, capital equipment needs, and an application of funding statement showing funds needed to start their business. E-Teams will complete the exercise out-of-class.

FINANCING YOUR BUSINESS Class 26 (W Apr 4/Th Apr 5)

How to obtain financial resources to start and grow a business. What are the various financing options available for a new company?

Having completed an application of funding statement in the prior class (thereby knowing what funding is needed for their businesses), E-Teams identify ways to finance the start-up and operations of their start-up companies. Students decide the amount and type of financing to be requested from the bank (and work on completing a source of funding statement).

E-Teams share decisions on the legal form of organization that they want for their start-up business, as well as their company's proposed organizational structure. Ideas on these issues are shared with the entire class.

FRIDAY EVENT: INTRODUCTION TO BUSINESS SYSTEMS I (Traditional and Enterprise

Resource Planning [ERP] Systems) Class 27 F Apr 6

Meet in the Ballroom. Presented by Johnson & Johnson executives

WEEK 12

PREPARING THE FINANCIAL SECTION OF YOUR BUSINESS PLAN Class 28

(M Apr 9/T Apr 10)

E-Teams complete financial reports to be incorporated into their business plans with the help of students from the three School of Business Administration honors organizations. The financial reports will be used to negotiate funding from "bankers" on Bankers Day.

ORAL PRESENTATION SKILLS Class 29 (W Apr 11/Th Apr 12)
Discuss case on ERP analysis

Demonstrate presentation skills to be used by student E-Teams during the upcoming presentations of their business plans to classmates and then to business executives on Bankers Day. Each E-Team shares the details of its financial report with one other team (e.g., teams 1 and 2 share information, teams 3 and 4 share information, and teams 5 and 6 share information). Students receive feedback and answer questions from other team members.

EASTER BREAK FRIDAY APRIL 13-MONDAY APRIL 16

WEEK 13

PRESENTATIONS OF BUSINESS PLANS Class 30 (W Apr 18/Th Apr 19)

E-Team presentations of business plans. Students must use Power Point in their team presentations, which must not exceed 20 (twenty) minutes, including questions. Presentations are videotaped for E-Team critique and analysis.

FRIDAY EVENT: INTRODUCTION TO BUSINESS SYSTEMS II (E-Commerce) Class 31
(F Apr 20)

Meet in Rodden Theater. Presented by Johnson & Johnson executives

WEEK 14

PRESENTATIONS OF BUSINESS PLANS (continued) Class 32 (M Apr 23/T Apr 24)

REVISION OF BUSINESS PLANS Class 33 (W Apr 25/Th Apr 26)
Discuss e-commerce case

Discuss F&H Chapter 16: Financial management and securities markets

E-Teams will complete/revise their financing plans for Bankers Day, given the input from their in-class presentations and their analysis of the videotape.

BANKERS DAY Class 34 (F Apr 27)

Meet in the Ballroom or Music Room. E-Teams present their financing plans for their start-up companies to business professionals acting as bankers or investors in an effort to obtain financing. These plans include an overview of their "great business idea," projected financial statements, and the financing package sought (including financing terms---interest rate and loan period---as well as suggested collateral). Members of LaSalle's Business and ISBT Advisory Boards, and Johnson & Johnson executives, will participate in this event, thereby allowing each E-Team to spend up to 40 minutes negotiating funding for their proposed company from a two person banker/investor panel.

After this session, faculty and executives from the panels will privately evaluate the "top" E-Teams in two categories: three teams will be chosen for the best business plan, and three teams will be chosen for the product which has immediate potential for further development.

WEEK 15

REVISITING ISSUES DISCUSSED IN COURSE — CHALLENGES FACING BUSINESSES

AND JOHNSON & JOHNSON Class 35 (M Apr 30/T May 1)
De-briefing on Bankers Day Exercise.

Discussion of key issues and lessons learned in the course.

EXAM WEEK

WRAP-UP SESSION IN THE BALLROOM Class 36 (Date and time to be announced)
Students complete faculty member Teaching Evaluations.

Students complete the Student Feedback Questionnaire (evaluating the course itself, not the faculty member).

Discussion: How does this course relate to your future years in ISBT/SBA and La Salle University? What opportunities lie ahead? What were your experiences with working as an E-Team member?

Teams receive awards for best business plans and best business ideas

Refreshments for students and faculty

BUS100: BUSINESS PERSPECTIVES: E-teams Across Programs

E-Team Writing Assignments

There are five written E-Team assignments which become the integral parts of your eventual business plan: the identification of the "great business idea"; products and production and mission statement and corporate objectives; industry analysis and marketing plan; legal form of the organization and organizational structure; and the financial plan. These assignments result in a completed business plan that is presented twice by each E-Team: first, to the class, and, after revising given class comments, to the business executives on the bankers/investors panel. Each student's evaluation includes an evaluation by the other three students on his/her E-Team.

How E-Team Writing Assignments Are Graded

When your team turns in one of the business plan assignments, your faculty member will read it and prepare a brief response to the team with his/her comments. Each E-team assignment will receive a temporary grade of check minus, check, or check plus.

Students should constantly be improving what has been written in the past. For example, when students complete the marketing plan this could bring about changes in the products/production section. It could also require that they do further work on the industry analysis.

Regarding the final grade, the faculty member will identify the key elements of the plan: overall idea, research, quality of decisions, writing, presentation, etc., and then grade the plan based on these elements. This gives the final grade for the business plan itself. Then, faculty use the team member evaluation information and their own observations to decide whether each team member gets the same grade or whether grades will vary.

BUSINESS PLAN — E-TEAM ASSIGNMENT #1 GREAT BUSINESS IDEA DUE DATE: Class 10

In-Class Preparation

Your E-Team will be given a chance to work on its "great business idea" in class in Class 7. Your team will also need to meet outside class to work on its business idea selection. The selection of a business idea is the most important choice your team will make all semester. Make the choice carefully.

Written Team Assignment

In Class 10, your team should submit a team-written report identifying your team's "great business idea" and providing justification for your choice. The report should be typed and should be double-spaced. The name of your proposed business, your class time, and the names of all team members should appear on the report.

All members of the team who make a reasonable contribution to the report should sign the report (i.e., if any team member does not work on the report, his or her name should not appear on the report). If a student is not able to sign the report (because of sickness, etc.), but the student has made a contribution to the report, the team can sign his/or her name to the report provided a note appears next to the student's name indicating his or her name was signed by another team member.

Presentation

Your team will make a presentation on its "great business idea" in class on Class 10 (the date the written report is due).

BUSINESS PLAN — E-TEAM ASSIGNMENT #2
PRODUCTS AND PRODUCTION
MISSION STATEMENT AND COMPANY OBJECTIVES
DUE DATE: Class 16

In-Class Preparation

Your E-Team will be given a chance to work on its "Products and Production" section of the business plan in Class 10. Class time will be available in Class 12 to work on your "Mission Statement and Company Objectives" section of your business plan. Your team will also need to meet outside class to work on both of these sections.

Written Team Assignment

In Class 16, your team should submit a draft of the following two sections of your business plan: "Products and Production" and "Mission Statement and Company Objectives".

To determine what information should be included in the draft for each of these sections, you should review the applicable sections in the business plan format document (see class material on the web site).

The report should be typed and should be double-spaced. The name of your proposed business, your class time, and the names of all team members should appear on the report

All members of the team who make a reasonable contribution to the report should sign the report (i.e., if any team member does not work on the report, his or her name should not appear on the report). If a student is not able to sign the report (because of sickness, etc.), but the student has made a contribution to the report, the team can sign his/or her name to the report provided a note appears next to the student's name indicating his or her name was signed by another team member.

Presentation

The "Products and Production" and "Mission Statement and Objectives" sections of your business plan will be presented to classmates in Class 18. In Class 19, your team will present two other sections of your business plan — "Industry Analysis" and "Marketing".

BUSINESS PLAN — E-TEAM ASSIGNMENT #3
INDUSTRY ANALYSIS AND MARKETING
DUE DATE: Class 19

In-Class Preparation

Your team will be given a chance to work on the "Industry Analysis" section of the business plan in Class 12. Class time will be available in Class 15 to work on the "Marketing" section of your business plan. Your team will also need to meet outside class to work on both of these sections.

Written Team Assignment

In Class 19, your team should submit a draft of the following two sections of your business plan which were presented to the class in class 18: "Industry Analysis" and "Marketing."

To determine what information should be included in the draft for each of these sections, you should review the applicable sections in the business plan format document (see class material on the web site). The report should be typed and should be double-spaced. The name of your proposed business, your class time, and the names of all team members should appear on the report. All members of the team who make a reasonable contribution to the report should sign the report (i.e., if any team member does not work on the report, his or her name should not appear on the report). If a student is not able to sign the report (because of sickness, etc.), but the student has made a contribution to the report, the team can sign his/or

her name to the report provided a note appears next to the student's name indicating his or her name was signed by another team member.

Presentation

Your team will present two sections of your business plan — the "Products and Production" and "Mission Statement and Company Objectives" sections.

BUSINESS PLAN — E-TEAM ASSIGNMENT #4 MANAGEMENT PLAN: LEGAL FORM OF ORGANIZATION, QUALIFICATIONS OF MANAGEMENT TEAM, AND ORGANIZATIONAL STRUCTURE DUE DATE: Class 26

In-Class Preparation

No in-class time is scheduled for the "Management Plan" section of the business plan. Your team will need to meet outside class to work on this section.

Written Team Assignment

In Class 26, your team should submit a draft of the following three subsections of the "Management Plan" section of your business plan: Legal Form of Organization, Qualifications of Management Team and Compensation, and Organizational Structure (including an Organization Chart)

To determine what information should be included in the draft for each of these subsections, you should review the Management Plan section in the business plan format document (see class material on the web site). The report should be typed and should be double-spaced. The name of your proposed business, your class time, and the names of all team members should appear on the report. All members of the team who make a reasonable contribution to the report should sign the report (i.e., if any team member does not work on the report, his or her name should not appear on the report). If a student is not able to sign the report (because of sickness, etc.), but the student has made a contribution to the report, the team can sign his/or her name to the report provided a note appears next to the student's name indicating his or her name was signed by another team member.

Presentation

The "Management Plan" section of your business plan will be presented to classmates in Class 26, the same day the written report is due.

BUSINESS PLAN — E-TEAM ASSIGNMENT #5 FINANCIAL PLAN DUE DATE: Class 28

Preparation

Three classes will be devoted to the preparation of the "Financial Plan" section of your business plan. These classes are: Role of Accounting in Your Business (Class 25), Financing Your Business (Class 26), and Preparing the Financial Section of Your Business Plan (Class 28) Your team will also need to devote time outside of class to work on this important section of its business plan. During the last of the three classes devoted to the financial plan — Preparing the Financial Section of Your Business Plan (Class 28) — you will finalize a draft of the Financial Plan section of your business plan. The draft of the Financial Plan will be handed in at the end of that class.

Written Team Assignment

In Class 28, your team should submit a draft of the Financial Plan section of your business plan. Details of what is expected in the Financial Plan section of your business plan will be provided in class materials

to be used during the three classes devoted to the preparation of the Financial Plan. Although it is not possible to submit a typed version of the entire financial plan (as your team will be completing this plan during the class when it is due), any sections completed prior to Class 28 should be typed. As always, the name of your proposed business, your class time, and the names of all team members should appear on the report.

All members of the team who make a reasonable contribution to the report should sign the report (i.e., if any team member does not work on the report, his or her name should not appear on the report). If a student is not able to sign the report (because of sickness, etc.), but the student has made a contribution to the report, the team can sign his/or her name to the report provided a note appears next to the student's name indicating his or her name was signed by another team member.

Presentation

The "Financial Plan" section of your business plan will be presented to classmates in Class 29.