

Lecture 1

Introduction



Today's Goals

- Introduce what we plan to do.
- Help you decide to stay or to drop.
- Assign you to a team.



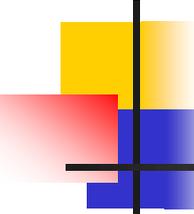
Course Objectives

- Provide exposure to key principles and practices used in engineering management.
- Provide opportunities to analyze cases in management of innovation.



Lectures and Cases

- Accounting and financial principles
- R&D management
- New business/project development
- Best management practices



Tentative Class Schedule

- 9/5 Introduction
- 9/10 Business Plan I
- 9/12 Financial I
- 9/17 Sales and Marketing I
- 9/19 Financial II
- 9/24 Sales and Marketing II
- 9/26 Financial III
- 10/1 IP and Licensing
- 10/3 Ratio Analysis I
- 10/10 Ratio Analysis II
- 10/15 Prelude Lobster Case
- 10/17 Progress Report
- 10/22 Review
- 10/24 Quiz
- 10/29 Designing and Building Yachts
- 10/31 Commoditization vs Differentiation
- 11/5 Strategic Planning and Management of Technology
- 11/7 Entrepreneurship
- 11/14 HP Printer Case
- 11/19 Teradyne Business Plan
- 11/21 No Class
- 11/26 Pilkington Float Glass Case
- 11/28 Total Quality Management
- 12/3 Omniport Houston Case
- 12/5 Ethics
- 12/10 Project Presentation
- 12/12 Project Presentation



Credit and Workload

A 12-unit subject. Each week, on the average, the course requires:

- 3 hours of lecture or class discussion,
- 1 hours of group discussion, and
- 8 hours of study and preparation for the class discussion.



Grading

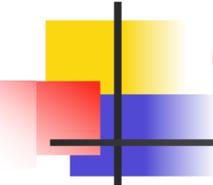
Your grade will be based on your overall performance in classes. Lectures as well as case study method of instruction emphasize participation in class discussion.

- One quiz 15%
- Ratio analysis 10%
- Cases 25%
- Project 25%
- Participation 25%



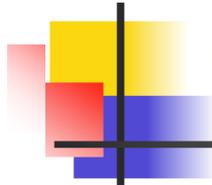
Class Participation

- Attendance
- Reading of all assigned materials prior to discussion (Collect assignments before classes start)
- Contribution to class discussion



Class Participation Grading

Grade	Description
-2	Absent without notification to TA as soon as absence is known.
-1	Lack of preparation.
0	Absent with notification.
1	Silent or just mention a case fact.
2	Made substantive contribution.
3	Made a very significant contribution.



Class Participation Grading

- Normal curve, apart from absences.
- Lowest participation grade from the semester is dropped, unless the grade is a -2.
- Adjusted for improvement over the course of the term and the professor's input.

Assignments for Next 2 Sessions



- Read “Zipcar” case study & answer questions on assignment sheet (less than one page)
- Read (at least skim) “Writing The Winning Business Plan”
- “Understanding Financial Statements” by Merrill Lynch

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