Introduction to Business and Management

Curated undergraduate study track (not accredited, no external exam). Original explanations and practice only, following the reviewed course handout.

One habit above all - fact, assumption, conclusion

- Every claim met in a case, report or meeting gets sorted.
- **Nimbus Bakery**, a fictional two-shop bakery, is the running case.
- Numbers in examples are illustrative and say so.

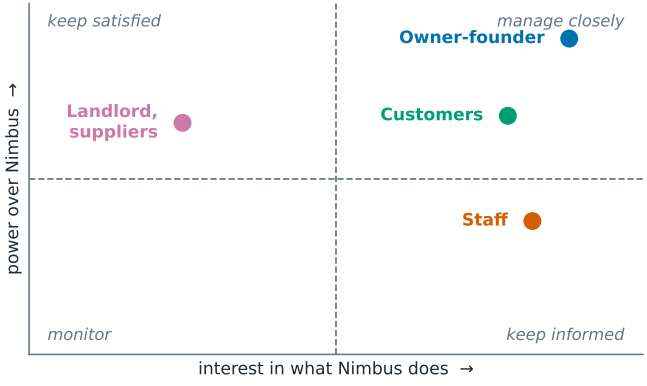
Organisations exist because contracting is not free

1. **Bread** Daily, skilled, defines the product - Nimbus bakes it.
2. **Flour** Milling needs scale no two-shop bakery owns - contract it.
3. **Accounts** Occasional expertise - contract the accountant.

Stakeholder maps change decisions or they are posters

- Two columns, honestly: what each stakeholder wants, and what they can actually do.
- Customers cannot give orders - they can quietly defeat you by leaving.

Interest against power



Power against interest: owner and customers are managed closely.

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Ownership - liability, finance and control trade against each other

1. **Capped** Investors lose only what they invested - strangers fund risks they do not captain.
2. **Priced** A board, votes and disclosure run the **company** on the owners' behalf.
3. **Warned** A personal guarantee quietly reinstates unlimited liability for that debt.

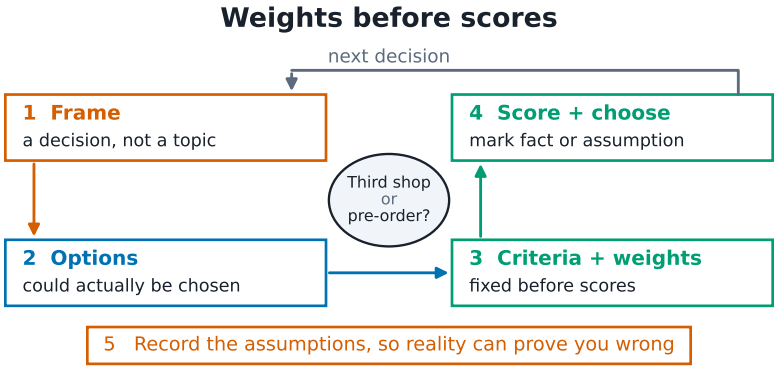
The external environment: period, source and definition

- PESTEL is a checklist, not a theory - it explains and predicts nothing by itself.
- Bread demand is falling is a hypothesis until it reads: volumes, dates, source, geography.

Structured decisions - weights before scores, labels on scores

1. **Sequence** Weights fixed before any score is visible - or the table decorates a done deal.
2. **Labels** Profit 5 (assumption - 25% adoption): the monitoring list writes itself.
3. **Sunk** The 3,000 already paid counts for nothing in the choice.

Weights before scores



Frame, list options, weight criteria, score on **facts**, record **assumptions**.

Business models and value creation: three verbs, tested by arithmetic

1. **Create** Fresh-daily bread worth a premium over supermarket loaves.
2. **Deliver** Two shops plus pre-order pickup - links that fit.
3. **Capture** 420 loaves x 4.20, ingredients 1.60, fixed 860/day: profit 232/day.

Five links that must fit



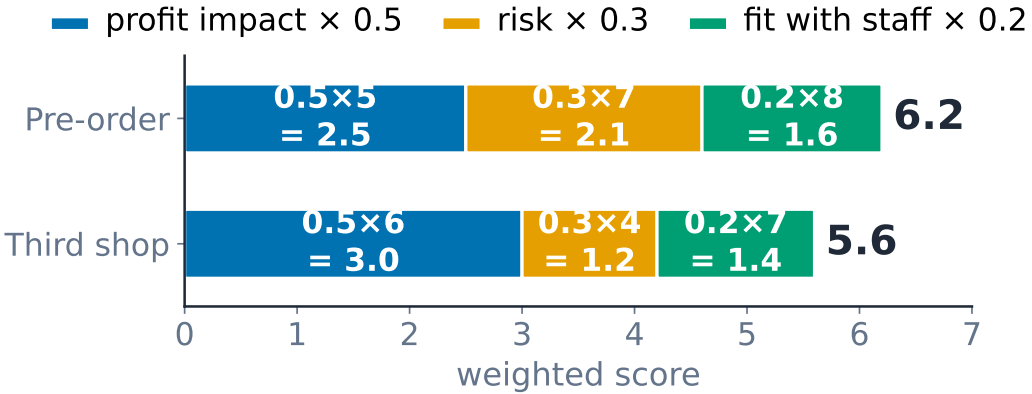
every link must fit: pre-order only pays if operations can batch it cheaply

Five linked activities; pre-order pays only if operations batch cheaply.

Entrepreneurship - buying information at the lowest price

1. **M1** Week 2 - site footfall >= 900/day (measured 1,100: proceed).
2. **M2** Week 6 - stall sales >= 420/day (measured 390: pause, one retry).
3. **M3** Week 10 - lease only if the retry clears the target.

The weights decide, not the excitement



Weighted scores: pre-order 6.2 beats a third shop at 5.6.

Evidence-based case analysis - the course in one structure

1. **Weights** 0.5/0.3/0.2 fixed first: third shop 5.6, pre-order 6.2 - pre-order wins.
2. **Locate** Change the weights and watch the winner change - disagreement now has an address.
3. **Falsify** Stop the stall if daily profit stays below break-even by week 8.

Check yourself

- Ownership: who bears a 50,000 loss in a **company**? (Shareholders capped at investment.)
- Model: 420 x 4.20, ingredients 1.60, fixed 860 - daily profit? (232.)
- Decision: weights 0.5/0.3/0.2 - which wins at 6/4/7 vs 5/7/8? (Pre-order, 6.2 vs 5.6.)