Business Seminar Problem Solving Class

PRACTICAL CLASS #2 DIOGO CURTO ANTUNES





1229-Business Seminar-2425_S2

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BUSINESS SEMINAR







Activities

- Assignments
 Forums
- Vuizzes 🗸
- Resources

Quickmail







Agenda

- 1. Theory Recap Problem Solving Loop & Issue Trees
- 2. St. Anford's College Business Case
- 3. Practical Exercise

Problem Solving Loop

What does the client need to know? 1. Define problem

Think **impact**:

7. Develop recommendation

Think **next iteration**: What are the client's next priorities?

Client

problem

Think **potential** solution: What should the client do?











A problem-solving tool that breaks a problem into discrete chunks that are "MECE" (Mutually Exclusive, **Collectively Exhaustive**)

> Problem **Statement**

Basic question to be resolved





Mutually Exclusive Collectively Exhaustive

What are the benefits of using a logic tree?



Logic Trees

Two main types and two main approaches of logic trees

Issue tree











St. Anford's College Business Case

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Message from the Principal

am so glad that your team is finally up and running and that you are able to help us. As you know, the deadline for next year's business plan is fast approaching. We have had some problems in recent years, and want to use this opportunity to take stock of our entire business model.

I must admit that I do not understand why our position is slipping. We have some excellent, well-established academics carrying out important research. Foxtown is a pleasant town that scores highly with our students. The demand for business schools is certainly growing nationwide.

However, we have seen the number of applicants to St. Anford drop consistently over the last 5 years. Equally worryingly, the acceptance rate of those who receive offers is also declining. We have counterbalanced this by making more offers and have been able to fill almost all our places, but there is a real danger that the quality and reputation of the whole school will erode – we are only as good as the students that we have.

Of even more immediate concern is that we have been losing money for the past 5 years and have had to transfer funds from our endowment. We implemented a cost cutting programme in 2021 but have still not been able to achieve a balanced budget.

We need to turn this situation around or the reputation and finances of the college will suffer long term damage. I don't think the solution lies with costs; further savings would lead to serious cutbacks in the area of teaching, which is why we decided not to go down this road. I think we need to focus on improving the attractiveness of the college and increasing our revenues, while not jeopardising the heritage and principles that we hold so dear.

I look forward to hearing your early proposals. I am slightly disappointed to see that none of the team is a graduate of St. Anford College –













Information on St. Anford

St. Anford College



N<u>O</u>VA

| Year of foundation: | 1965 |
|------------------------|----------------------------|
| Specialization: | Business/ economics |
| Number of students: | 330 |
| Average stay: | 3.4 years |
| Number of depts: | 11 |
| Tuition fees p.a.: | EUR 5,500 ¹ |
| Student/faculty ratio: | 30:1 |

No student is rejected on account of his/her financial situation

- 10% of students receive scholarships
- Loans are arranged by the college

NOVA SCHOOL OF BUSINESS & ECONOMICS Cafeteria



Campus



1 - Same for all courses (undergraduates, masters, PhD)

Type of students







Information about Foxtown

Foxtown



| Population: | 343,000 |
|----------------------|--|
| Industry: | Many small and medium-size businesses and branch office of several large companies |
| Townscape: | Well-maintained historical old town |
| Eating out: | Large number of small restaurants, pubs and cafes |
| Surrounding area: | Hills with a beautiful lake |



Countryside around Foxtown



View of the old town



Information about private business school sector in

Private vs. public sector Publicly-funded universities also offer courses in business but some key differences

- Far higher student to teacher ratios (up to 5x private school ratio)
- Weaker links to industry
- Less focus on practical management

Student trends

- Number of students enrolling in Foxtown private business/economics schools is rising (average 3% growth over past 5 years)
- Students prefer to study close to home town although want semesters abroad

Key competitors

- Seapoint Business School
- Riverville College
- Clonkeen College
- Loston School
- Williams College

N O VA NOVA SCHOOL OF

Guiding principles of St. Anford College Social responsibility Since 1965



First-class management education based on social responsibility and business competence

Practicality

Study program that gives priority to linking theory with practical experience

Internationality

Thinking across national borders

Organization of St. Anford Colleg

- Tax
- Auditing
- Philosophy
- Sociology





Market research



Applicants to St. Anford College

Number of applicants to St. Anford





Number of applicants who are offered places, but then decide to go elsewhere



Losses at the college, 2018–2022

(In million euros)

Operational cost reduction program launched

Practical Exercise

In your groups:

1.Define the Problem

2.Build a Logic Tree with the universe of possible solutions

Suggested Problem Statement

How can St Anford College reverse its recent decline and establish itself as a top-tier, financially stable business/economics college, within the next 3 years?

Suggested Issue Tree

How can St Anford College reverse its recent decline and establish itself as a top-tier, financially stable business/economics college, within the next 3 years?

Any questions? Thank you! see you next week!

