Course Title

Entrepreneurial Strategy

Professor

J. Robert Collins, Ph.D.
Senior Lecturer and Executive in Residence
Department of Marketing and Management
College of Business and Entrepreneurship

Contact Information

Office: BA 212
Office Hours: Tuesdays and Thursdays before class; By appointment
Phone: 903-468-8188
Fax: 903-886-5702
E-mail: bob_collins@tamu-commerce.edu

Course Meeting Day/Time/Room

Tuesday and Thursday, 2:00-3:15 pm, BA 243

Course Description

This course introduces students to the challenges of owning, operating, and marketing a successful small business and the need for entrepreneurial focus in large firms. Prerequisites: Junior Standing, MGT 305, MKT 306

Course Objectives

The student will gain an understanding of:

1. the practical challenges of starting/acquiring, operating, financing, and marketing a successful small business including the elements of a business plan. Emphasis is given to understanding, creating and presenting a business plan. The student will be exposed to all elements of a business including company structures, market analysis and plans, management, operations, and financial planning/reporting.

2. creating and presenting a business plan including the skills required in practical business writing, analysis, and presentation before critical reviewers.
3. the skills required for working as teams to develop a business plan which represents a realistic business situation that could be implemented if a student, student team, or other entrepreneur chose to do so. This includes basic team disciplines for managing and completing projects over extended time periods.

Course Text


ISBN 10: 1-111-53287-1

Please Note: Students are required to have the textbook on the first day of class.

Course Requirements

1. Regular access to e-mail and the Internet is a requirement of this course. First Assignment: Log-on to the course. “eCollege” can be accessed by going to the TAMU-Commerce homepage (www.tamu-commerce.edu) and clicking on “My Leo”. Acknowledge that you have read and understand the syllabus and course schedule on “Virtual Office”. A current copy of the syllabus and course schedule has been uploaded to the course. Other course materials, chapter power points, charts and minor exams that we use will also be uploaded to this site. Any questions or observations from members of the class can be made here in Virtual Office. I will check this regularly for comments and questions.

Note: Announcements and schedule changes will be posted on the course website located on “eCollege”.

2. Business Plan Project. (40% of total Grade) Student teams will develop and present a business plan for the creation, acquisition or expansion of a business. The particular business idea to be developed must be approved by the instructor. This project will be guided and supplemented by classroom lectures, the textbook, and class discussion of actual business situations. The business plan will represent a realistic business situation that could be implemented if a student, student team, or other entrepreneur chose to do so.

One-half of the business plan grade (50%) will be based on a completed written plan as produced by the team; one-fourth (25%) will be based on peer review of the team presentation; and one-fourth (25%) will be based on instructor evaluation of the team presentation.
The rubrics for evaluating the Business Plan Document and the Team Presentation are presented in Appendix A of the syllabus.

A brief note on the contents of a business plan and the requirements for business plan draft contents are included in Appendix B of the syllabus.

3. **Minor Examinations**: (10% of Total Grade) Format announced in class. 7-10 exams during the course. The Minor Exam (ME) grade will be the average of the exams taken with the lowest Minor Exam grade removed. Since the lowest ME grade will be removed in computing the ME average grade, **Minor Exams will not be eligible for make up**.

4. **Mid-term Examination**: (15% of Total Grade) Multiple choice and essay in format.

5. **Final Examination**: (15% of Total Grade) Format will be announced in class.

6. **Case Study Reports**: (10% of Total Grade) There will be 2-3 case studies assigned during the semester. Each case study will provide a general background and description of a particular business situation along with a list of questions. These will be discussed in class and each student will be required to submit a written report describing analyses and conclusions reached in addressing the case study questions. In most case studies there is no “right” or “wrong” answer. The important thing is to be able to identify the key issues, form reasoned conclusions as to those issues, and be able to express those conclusions clearly.

7. **Classroom Participation**: (10%) Each student is expected to be present and prepared for class. This grade will derive from the student’s participation in case discussions, project status reports, project rough drafts, team presentations, and the team itself. **The five categories making up this component of the grade are attendance, rough draft A, rough draft B, teamwork (as measured by each team member’s assessment), and classroom participation (based on the project status reports, case study discussions, and assessment of the instructor)**. The grades from each of these five categories will be averaged to arrive at the classroom participation grade.

8. **Attendance**: Attendance will be a component of the Classroom participation grade. Each student is **required to sign-in** at the beginning of the class session. A class roster will be available for each student to sign when present. The honor system will be in effect for sign-in. Violations will be treated in the same manner as cheating in class.

9. **Student Teams**: Student teams will be formed in the first week of class. There will be 3-4 members per team. Students may form their own teams, within constraints, but these may be altered as needed by the instructor. The primary
constraint is that each team should include representation from more than one major when possible. Virtual meeting rooms will be provided for each team on eCollege to assist making team meetings more convenient. If significant “personnel” problems occur within a team, the instructor will act as mediator. This will only occur after the team has made every effort to resolve the issues within the team. In the event team problems cannot be worked out, changes may be made. This situation could have dire results for the team’s performance in the course. **Individual contribution to team performance will be evaluated as part of the overall grade in the course.**

**Statement of Academic Integrity**

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, academic dishonesty will not be tolerated.

**Plagiarism**

Plagiarism represents disregard for academic standards and is strictly against University policy. Plagiarized work will result in an “F” for the course and further administrative sanctions permitted under University policy. Guidelines for properly quoting someone else’s writings and the proper citing of sources can be found in the APA Publication Manual. If you do not understand the term “plagiarism”, or if you have difficulty summarizing or documenting sources, contact your professor for assistance.

**Research Studies/Human Research**

Procedure A15.02

Texas A&M University-Commerce recognizes the need for investigation in which human beings may serve as research subjects. The University acknowledges and accepts its responsibilities for ensuring that the privacy, safety, health, and welfare of such subjects are adequately protected. All research, which involves any form of participation of human subjects, qualifies as human subject research. This includes certain survey research, research by students as well as by faculty and staff and both internally and externally funded research.

In order to comply with federal regulations as well as to conform to guidelines of the University’s Institutional Review Board (IRB), the principal investigator should obtain approval of their research protocol from the IRB prior to any contact with human subjects.
If you are using humans in any of your research, contact your professor before proceeding with the research project. A determination will be made as to the need for IRB review and approval.

Student Considerations

- Students with Disabilities - The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

  Office of Student Disability Resources and Services
  Texas A&M University-Commerce
  Gee Library
  Room 132
  Telephone: (903) 886-5150 or (903) 886-5835
  FAX: (903) 468-8148

  StudentDisabilityServices@tamu-commerce.edu

- “All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conductive to a positive learning environment.”

- Refer to Student’s Guide Book located at:

  www.tamu-commerce.edu/studentlife/guidebook.htm
APPENDIX A

RUBRICS FOR EVALUATING THE BUSINESS PLAN REPORT AND TEAM PRESENTATIONS
## Mgt 308 BUSINESS PLAN REPORT RUBRIC

<table>
<thead>
<tr>
<th>Pt Distribution</th>
<th>10 pts</th>
<th>15 pts</th>
<th>20 pts</th>
<th>25 pts</th>
<th>Total Points Scored</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY</td>
<td>Points Allocated</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Description of Business including principals and structure</td>
<td>Poor desc of biz; more than one missing elements</td>
<td>Acceptable desc of biz; more than one missing elements</td>
<td>Clear desc of biz; not more than one missing elements</td>
<td>Clear desc of biz; missing element</td>
<td>Clear desc of biz; history; obj; to date; distinctive comp., structure, cust served,</td>
</tr>
<tr>
<td></td>
<td>0-5.9</td>
<td>6-6.9</td>
<td>7-7.9</td>
<td>8-8.9</td>
<td>9-10</td>
</tr>
<tr>
<td>Description of Product and/or Service</td>
<td>Poor or incomplete desc; elements missing, no assumptions.</td>
<td>Acceptable desc of prod/service plan; elements missing, poor or no assumptions</td>
<td>Less than clear desc of prod/service plan; elements missing and/or poor assumptions</td>
<td>Clear desc of prod/service plan; competitive adv., prod. Dev; IP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0-8.9</td>
<td>9-10.9</td>
<td>11-11.9</td>
<td>13-13.9</td>
<td>14-15</td>
</tr>
<tr>
<td>Market Description and Analysis</td>
<td>Poorly presented, incomplete or no analysis, poor or no assumptions</td>
<td>Incomplete or no analysis, missing elements, poor or no assumptions</td>
<td>Incomplete analysis, missing elements, inaccurate assumptions</td>
<td>Good market analy; inaccurate assumptions</td>
<td>Thorough, cmplt mkt analy; proj capture and sales, selling approach, pricing, comp analy</td>
</tr>
<tr>
<td></td>
<td>0-8.9</td>
<td>9-10.9</td>
<td>11-11.9</td>
<td>13-13.9</td>
<td>14-15</td>
</tr>
<tr>
<td>Operations and Management Plan</td>
<td>Incomplete or no content, presented as an afterthought</td>
<td>Incomplete or no content, poorly presented,</td>
<td>Incomplete content, inaccurate desc, not clearly presented</td>
<td>Clear desc of some ops, incomplete content</td>
<td>Clear desc. of ops, location, facilities, QA, Inventory &amp; mats mgmt, team, org structure,</td>
</tr>
<tr>
<td></td>
<td>0-11.9</td>
<td>12-13.9</td>
<td>14-15.9</td>
<td>16-17.9</td>
<td>18-20</td>
</tr>
<tr>
<td>Financial Plan</td>
<td>Poor assumptions; missing a pro forma or budget; inaccurate</td>
<td>Assumptions incomplete; missing a pro forma or cash budget; suspect accuracy</td>
<td>Reasonable assumptions; missing a pro forma; cash budget for 1 yr; accurate</td>
<td>Reasonable assumptions; all pro formas for 3 years; cash budget for year one; accurate</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0-11.9</td>
<td>12-13.9</td>
<td>14-15.9</td>
<td>16-17.9</td>
<td>18-20</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>Poor organization; unclear; 1 page or less; elements missing</td>
<td>Not well organized; 1 page or less; elements missing</td>
<td>Not well organized; 1-3 pages; elements of biz plan missing</td>
<td>Professional, reasonab clear, 1-3 pages; elements of biz plan missing</td>
<td>Professional, clear and concise; 1-3 pages; Covers biz plan</td>
</tr>
<tr>
<td></td>
<td>0-11.9</td>
<td>12-13.9</td>
<td>14-15.9</td>
<td>16-17.9</td>
<td>18-20</td>
</tr>
<tr>
<td>Overall Content and Quality of Writing</td>
<td>Poor writing; typos/misspellings, bad grammar; inaccuracies; No Title Page, TOC</td>
<td>Sloppy Grammar; Inaccuracies or Deficiencies; No Title Page, TOC</td>
<td>Grammar issues; Content Deficiencies; Title Page and/or TOC issues</td>
<td>Moderately Prof., some typos-mispells; Title Page and TOC; content OK</td>
<td>Professional, clear and concise; Title Page and TOC</td>
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<tr>
<td></td>
<td>0-11.9</td>
<td>12-13.9</td>
<td>14-15.9</td>
<td>16-17.9</td>
<td>18-20</td>
</tr>
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### Mgt 308 BUSINESS PLAN PRESENTATION EVALUATION SHEET

#### Business Plan

<table>
<thead>
<tr>
<th>Categories</th>
<th>Max Pts</th>
<th>Team Score</th>
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</thead>
<tbody>
<tr>
<td>Mission Statement</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Company Overview</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Product/Service Description</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Marketing Plan</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Management Plan</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Operations Plan</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Financial Plan</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
<td></td>
</tr>
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#### Presentation

<table>
<thead>
<tr>
<th>Categories</th>
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<th>Team Score</th>
</tr>
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<tbody>
<tr>
<td>Prof. Attire</td>
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<td></td>
</tr>
<tr>
<td>Effectiveness</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Style, Visual Aids, Handouts,...</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Speaker Balance</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>100</strong></td>
<td></td>
</tr>
</tbody>
</table>

Signature: __________________________

Date: __________

Presentation Rating Levels:

<table>
<thead>
<tr>
<th>Maximum Pts:</th>
<th>15</th>
<th>10</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>E: Excellent</td>
<td>13-15</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>G: Good</td>
<td>10-12</td>
<td>8-9</td>
<td>4</td>
</tr>
<tr>
<td>F: Fair</td>
<td>7-9</td>
<td>5-7</td>
<td>3</td>
</tr>
<tr>
<td>P: Poor</td>
<td>1-6</td>
<td>1-4</td>
<td>1-2</td>
</tr>
</tbody>
</table>

4/29/2010
APPENDIX B

BUSINESS PLAN AND ROUGH DRAFT CONTENTS
Contents of a Business Plan
(See Chapter 6 of Text)

For purposes of this project, there are 3 “types” of plans:

1. A plan for the creation of a new business or acquiring a franchise.
2. A plan for the (full or partial) acquisition of an existing business.
3. A plan for the expansion or change of an existing business.

Required:

- Title or Cover Page
- Table of Contents
- Executive Summary
- Mission Statement
- Company Overview
- Product(s) Description; Services Plan
- Market Analysis and Plan (Chap 7, 16,17)
- Management Plan (Chap 8, 19-22)
- Operating Plan (Chap 9, 13, 20)
- Financial Plan (Chap 10,11, 22, 23)
- Appendices (As Required)

As Needed:

- Company History
- Legal Structure and Form of Acquisition
- Involvement of Other Investors
- Exit Strategy for Investors (Chap 12)
- Potential for Public Offering
- Other information important to analyzing the Plan
Rough Drafts

As noted in the class schedule, each team is required to submit two “rough drafts”. Each draft is to cover only certain portions of the business plan as shown below. The purpose of the rough drafts is to provide some measure of progress being made and to ensure that each team is on course for successful completion. The drafts may be thought of as a status report. If additional information is needed to complete a draft of a section, merely describe the actions that are being taken to gather the information and/or finalize any decisions. **Note: Drafts will receive a grade. In addition, failure to turn in a draft will result in 5 points being taken off the grade given to the final written report (Along with a zero in this component of the classroom participation grade).**

**Minimum Contents of Drafts:**

**Draft A:**  
Company Overview  
Product Description / Services Plan  
Market description, Plan for any further analysis  
Forecast of capital type and amounts required

**Draft B:**  
Marketing plan, Update on Market analysis  
Summary of key financial assumptions  
Status of Financial Projections  
Preliminary list of appendices