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, 2:00pm and Thursdays 10:00am-2:00pm; By appointment  
Phone: 903-468-8188  
Fax: 903-886-5702  
E-mail: bob.collins@tamuc.edu

Course Meeting Day/Time/Room: Internet Course

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: At the end of the course, the student will be able to:  
1. understand 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. create and present a business plan including the skills required for 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.


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

1. **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 on “eCollege”.

2. **Business Plan Project.** (40% of total Grade) Student teams will develop a business plan for the creation, acquisition or expansion of a business along with a Power Point presentation of that plan. The particular business idea to be developed must be approved by the instructor. Throughout the course of the semester, each team will work through the process of writing the different sections of a business plan. At the end of the semester the teams will combine their sections and parts into one document (with any changes as needed) and create a power point presentation of the high points of your plan. All business plans must represent a realistic business situation that could be implemented if a student, student team, or other entrepreneur chose to do so.

   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.

   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 upon your group’s power point presentation, and one-fourth (25%) will be based on your own team members evaluation of YOUR efforts on the project.

   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:** (20% of Total Grade) Format is fill-in-the-blank and multiple choice questions. There will be a timed minor exam following each chapter reading assignment. The Minor Exam (ME) grade will be the average of the exams taken with the lowest Minor Exam grade removed.
4. **Mid-term Examination**: (15% of Total Grade) Multiple choice and essay in format.

5. **Final Examination**: (15% of Total Grade) Multiple choice and essay in format.

6. **Case Study Reports**: (10% of Total Grade) There will be 2 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. 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. The process for accomplishing a case analysis and our requirements for student submittals are discussed in the document “Case Study Analysis” located in Doc Sharing.

**Course Grade Summary**: Business Plan Project 40%

- Minor Exams 20%
- Mid-Term Exam 15%
- Final Exam 15%
- Case Study Analyses 10%

**Student Teams**: Student teams will be formed in the first week of class. There will be 3-5 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

Note: More readable copies of these rubrics have been uploaded to Doc Sharing on eCollege.
### Mgt 308 BUSINESS PLAN REPORT RUBRIC

<table>
<thead>
<tr>
<th>Pt Distribution</th>
<th>Category</th>
<th>Points Allocated</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>Total Points Scored</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 pts</td>
<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; 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>
<td>10</td>
<td></td>
</tr>
<tr>
<td>15 pts</td>
<td>Description of Product and/or Service</td>
<td>Poor or incomplete desc, elements missing, no assumptions</td>
<td>Acceptable desc, elements missing, no assumptions</td>
<td>Less than clear desc, elements missing, poor or no assumptions</td>
<td>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>15</td>
<td></td>
</tr>
<tr>
<td>20 pts</td>
<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>
<td>20</td>
<td></td>
</tr>
<tr>
<td></td>
<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>
<td>15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Financial Plan</td>
<td>Poor or no assumptions; missing pro formas or budget; inaccurate</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>15</td>
<td></td>
</tr>
<tr>
<td></td>
<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>
<td>15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overeall 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>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total Points</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Mgt 308 BUSINESS PLAN PRESENTATION EVALUATION SHEET

<table>
<thead>
<tr>
<th>Business:</th>
<th>Team No:</th>
<th>Evaluator Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Names</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

**Presentation**

<table>
<thead>
<tr>
<th>Category</th>
<th>Max Pts</th>
<th>Team Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Attire</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effectiveness</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Style, Visual Aids, Handouts,...</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speaker Balance</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Score (Max=100)</td>
<td>100</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Signature: ______________________  Presentation Rating Levels:
Date: ____________________________

4/29/2010

Maximum Pts: 15 10 5
E: Excellent 13-15 10 5
G: Good 10-12 8-9 4
F: Fair 7-9 5-7 3
P: Poor 1-6 1-4 1-2
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