Syllabus, Fall 2015
MGT 308-01E - Entrepreneurial Strategy

Course Title

Entrepreneurial Strategy

Professor

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Course Meeting Day/Time/Room

Tuesday and Thursday, 2:00-3:15 pm, BA 340

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

"Small Business Management: Launching and Growing Entrepreneurial Ventures, (17th Edition)", Justin Longenecker, J. William Petty, Leslie E. Palich, and Francis Hoy, Cengage Learning, Stamford, CT, 2014

ISBN-13: 978-1-133-94775-2

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.tamuc.edu) and clicking on "Current Students" and then "My Leo". **At the course homepage, 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" or directly to the instructor via email. "Virtual Office" will be checked periodically for comments and questions.

Note: Announcements and schedule changes will be posted on the course web-site 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 business idea may include a franchise. 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 and integrating them into one document. 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.

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.

Fifty percent 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.

Note: A student may earn 3 extra points on the individual semester average by participating in the Lions Innovation Showcase held annually at TAMU-Commerce. The 2015 LIS will be held on the Square in Downtown Commerce. Students may participate by exhibiting/presenting at the LIS or by assisting in planning and setup for LIS. More details will be provided after the beginning of the semester.

Two rough drafts of the business plan will be submitted during the course. Please check the course schedule for due dates.

Note: The rubrics for evaluating the Business Plan Document and the Team Presentation are presented in **Appendix A** of the syllabus.

Note: 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 1-3 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. 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. Please read and observe the directions in the document.

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 2 weeks 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.

Note: 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, TEAM PRESENTATIONS, and CASE STUDIES

Syllabus, Fall 2015
MGT 308-01E - Entrepreneurial Strategy

Semester: Fall 2015
Section: Mgt 308-01E
Teacher: Dr. Bob Collins

Points Available 20

		Pt Distribution				
CATEGORY	**Points**	*0-59*	*60-69*	*70-79*	*80-89*	*90-100*
A. Description of Business including principals and structure		Poor desc of biz; more than one missing elements	Acceptable desc of biz; more than one missing elements	Clear desc of biz; more than one missing elements	Clear desc of biz; missing element	Clear desc of biz; history; objs; to date; structure; cust served; industry
10%	2					
B. Description of Product and/or Service		Poor or incomplete desc, elements missing, no assumptions.	Acceptable desc, elements missing, no assumptions	Less than clear desc, elements missing, poor or no assumptions	Clear desc. of prod/service plan; elements missing and/or poor assumptions	Clear desc. Of prod/service plan; competitive adv., prod. Dev; IP
10%	2					
C. Market Description and Analysis		Poorly presented, incomplete or no analysis,poor or no assumptions	Incomplete or no analysis, missing elements, poor or no assumptions	Incomplete analysis, missing elements, inaccurate assumptions	Good market analy; inaccurate assumptions	Thorough, cmplt mkt analy; proj capture and sales, selling approach, pricing, comp analy
20%	4					
D. Operations and Management		Incomplete or no content, presented as an afterthought	Incomplete or no content, poorly presented,	Incomplete content, inaccurate desc, not clearly presented	Clear desc of some ops, incomplete content	Clear desc. of ops, location, facilities, QA, Inventory & matls mgt, team, org structure,
15%	3					
E. Financial Plan		Poor or no assumptions; missing pro formas or budget; inaccurate	Poor assumptions; missing a pro forma or budget; inaccurate	Assumptions incomplete; missing a pro forma or cash budget; suspect accuracy	Reasonable assumptions; missing a pro forma; cash budget for 1 yr; accurate	Reasonable assumptions; all pro formas for 3 years; cash budget for year one; accurate
15%	3					
F. Executive Summary		Poor organization; unclear; 1 page or less; elements missing	Not well organized; 1 page or less; elements missing	Not well organized; 1-3 pages; elements of biz plan missing	Professional, reasonaby clear, 1-3 pages; elements of biz plan missing	Professional, clear and concise; 1-3 pages; Covers biz plan
20%	4					
G. Overall Content and Quality of Writing		Poor writing; typos/misspellings, bad grammar; inaccuracies; No Title Page, TOC	Sloppy Grammar; Inaccuracies or Deficiencies; No Title Page, TOC	Grammar issues; Content Deficiencies; Title Page and/or TOC Issues	Moderately Prof., some typos-mispells; Title Page and TOC; content OK	Professional, clear and concise; Title Page and TOC
10%	2					
Total Points	20					

Mgt 308 BUSINESS PLAN PRESENTATION EVALUATION SHEET

Business:		Team No:	Evaluator Name:							
Team Names / Categories	Max Pts								Team Score	Comments
Business Plan										
Mission Statement	5									
Company Overview	10									
Product/Service Description	15									
Marketing Plan	15									
Management Plan	10									
Operations Plan	10									
Financial Plan	15									
	80									
Presentation										
Prof. Attire	5									
Effectiveness	5									
Style, Visual Aids, Handouts,…	5									
Speaker Balance	5									
	100									⇐ Total Score (Max=100)

Signature: _____
Date: _____

4/29/2010

Presentation Rating Levels:

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

Mgt 308 Case Study Assignment - Grading Rubric

Semester: Fall 2015
Section: Mgt 308
Teacher: Dr. Bob Collins
Available Points: 10

		Pt Distribution %'s				
CATEGORY	**Points**	*0-59*	*60-69*	*70-79*	*80-89*	*90-100*
A. Case summary including the business name(s), principals and other key facts.		Poor desc; more than one missing element	Acceptable desc ; more than one missing element	Clear desc ; more than one missing element	Clear desc ; missing element	Clear desc of the case situation
10%	1					
B. Statement of the question(s)		Poor or incomplete statement	Acceptable statement; elements missing	Less than clear statement; elements missing	Clear statement; elements missing	Clear statement of the question(s)
10%	1					
C. Identification of the data and information required to assess the questions		Poorly presented, incomplete	Incomplete , missing elements	Incomplete limited missing elements	Good identification and presentation	Thorough, complete identification and presentation
20%	2					
D. Analysis and statement of the response to the question(s)		Incomplete; presented as an afterthought	Incomplete, missing content, poorly presented,	Incomplete content, inaccurate not clearly presented	Mostly Clear response, incomplete content	Clear and complete response
20%	2					
E. Quality and thoroughness of the analysis		Limited, inaccurate	Poor assumptions; partially presented; inaccurate	Assumptions incomplete or not stated; some accuracy questions	Reasonable assumptions; well organized; accurate	Reasonable assumptions; well organized and presented
20%	2					
Overeall Content and Quality of Writing		Poor writing; typos/misspells; inaccuracies; Poor organization	Sloppy Grammar; Inaccuracies or Deficiencies; Poor organization	Grammar issues; Content and organization Deficiencies	Moderately Prof., some rough spots; content OK	Professional, clear and concise; Well organized
20%	2					
Total Points	10					

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