



SMALL BUSINESS MANAGEMENT

ENTP 4320.501

SPRING 2017

Class Meeting: Wednesday, 7:00-9:45, JSOM 11.210 Final Presentations: April 27, 2017 Final Exam: May 3, 2017 Office Hours: Wednesday 4:00 – 6:30, and by appointment	Professor Robert Wright Office: JSOM 4.102 Email: rgw091000@utdallas.edu Phone: Office: (214) 695-3747
---	---

COURSE OBJECTIVES:

This course is designed to help students develop the skills and knowledge required to successfully establish and manage a small business. The course addresses major problem areas faced by smaller companies, including development of systems and processes to monitor and run the business, legal issues in launching and growing the business, building and maintaining customer relationships, promotional planning, team building, conflict resolution, personnel and compensation issues, and development of exit strategies. The course will also address special issues unique to managing a family business and franchising.

In this course, student teams will “adopt” one of several pre-selected Dallas-area small businesses and apply business practices learned in the course to build organizational capacity. Through a series of meetings with each business leader, teams will complete a written assessment of and class presentation on the selected business and an area critical to the business’s success.

LEARNING OBJECTIVES

1. Understand the processes and challenges involved in small business management, including factors influencing sales management and the promotional mix, essential elements of customer relationship management, legal issues impacting recruitment and hiring of employees, key aspects of total quality management, location of your business, etc.
2. Understand franchising, including the structure of the industry, pros and cons of franchising, and major terms and agreements involved.
3. Understand unique aspects of managing a family business and management practices for making a family business more effective.
4. Demonstrate the understanding of the above concepts by application through video case analysis and in class discussion, and by researching a small business and a current topic of interest and presenting a summary of your conclusions in class.

REQUIRED COURSE MATERIALS:

- **Longenecker, Petty, Palich and Hoy, Small Business Management: Launching & Growing Entrepreneurial Ventures, 17th Edition. ISBN 13-978-133-94775-2. South-Western Cengage Learning. (Available at the UTD Bookstore and Off-Campus Books).**

FORMATION OF TEAMS

Some of the work in this course will be performed in teams. The class will be divided into small teams during an early session of the course (team size of 4-5 is generally preferred, but depending on the size of the class and student interests, smaller teams may be permissible). Those without teams after selection will be assigned to teams by the instructor. The projects will require close coordination with your team members, and a wide range of skills, potentially including some basic knowledge of finance, marketing, and accounting. Therefore, it is important that you select your teams to include a diverse set of skills. The team members will be collectively responsible for completing each of the project assignments and having one team member submit each assignment on behalf of the entire team. The grades earned on projects will be assigned equally to each group member, subject to individual adjustment based on the instructor’s assessment of the student’s presentation and based on the Peer Evaluation inputs.

LECTURE NOTES



The MS PowerPoint slides used in lectures and case discussions and other course-related materials will be posted on eLearning (<https://elearning.utdallas.edu/>) under course ID ENTP 4320.501. You should be able to access eLearning with your UTD ID and password. Call computer services at (972) 883-2911, if you need assistance.

COURSE REQUIREMENTS

Participation (20%): Your participation grade is based on attendance and active participation. You are expected to attend every class on time, stay to the end of the period, and participate in assignments and in-class discussions. I will excuse absences only in the case of documented serious illness, family emergency, religious observance, or civic obligation. If you will miss class for religious observance or civic obligation, you must inform me no later than the first week of class.

Written Assignments (25%): These will be team assignments, which will be evaluated on multiple factors, including (a) how well instructions were followed; (b) demonstrated ability to apply the course concepts; (c) the degree of professionalism and effectiveness regarding structure, content and communication; and (d) relevance of the work product to the subject matter of the course.

Two exams (35% total: First Exam = 15%, Second Exam = 20%) – There will be two exams during class time. They will be closed book exams. The first one will be on [March 1](#), and the second noncumulative exam will be on [May 3](#). They will be multiple choice and short answers. Please plan on the exam dates. **There will be no make-up exams nor will exams be given early.**

Final Presentation (20%) – The bulk of your work in this class will be spent preparing your team's presentation content, which will be an analysis of an area critical to the success of the small business. The presentation content should be viewed as the basis of a 30 to 35-page strategic action plan, however, for this course **no such strategic action plan shall be required**. In other words, with more work (e.g., research, market testing, and more financial details) you should be able to convert the content from your presentation into a full-fledged corporate initiative. Each team will present its overview of its work product in fifteen minutes. Plus, each team will turn in its final presentation with slide notes. One rough draft PowerPoint slide presentation will be submitted to me for feedback during practice presentations days. Any feedback I give can be used to strengthen the final presentation. To further help your team in producing a high-quality business overview, teams will have the opportunity to share their efforts with the class and solicit feedback on [April 12](#). At the end of the semester, each team will present its project results to a panel comprised of local entrepreneurs, experts, and executives. The panel will provide each team with valuable feedback. The panel's analysis of your presentation will also help determine your presentation grade. A general structure of the presentation will be available on eLearning.

Peer Evaluation – You will also have the opportunity to evaluate the relative contributions of your teammates (and yourself) at the end of the semester. Relatively lower peer evaluations will decrease your individual grade on the final presentation grade. The evaluations will be due on [May 3](#) by midnight on eLearning. See example posted under Course Materials on eLearning.

The assignments, their due dates, page limits, and their relative weights in determining your final grade are summarized in the table below:

Assignment	Due Date	Team or Individual	Format	Assignment Length	Weight
1. WA #1 – Company Overview	January 27, 2016	Team	PowerPoint	5-7 slides	—
2. WA #2 – Research Plan	February 3, 2016	Team	PowerPoint	5-7 slides	5%
3. WA#4 – First Exam	February 24, 2016	Individual	Essay	—	15%
4. WA#4 – Company Financial Evaluation	February 17, 2016	Team	PowerPoint	5-7 slides	10%
5. WA#5 – Practice Presentation	April 6, 2016	Team	PowerPoint	PowerPoint slides sufficient to support 15-minute presentation	10%
6. WA#6 – Final Presentation	April 20, 2016	Team	PowerPoint	PowerPoint slides sufficient to support 15-minute presentation	20%



7. WA#7 – Second Exam	April 27, 2016	Individual	Essay	—	20%
8. Class Participation		Individual			20%
Overall Course Grade					070%

GRADE SCALE

A+ = 97% or greater; A = 93% or greater, but less than 97%; A- = 90% or greater, but less than 93%; B+ = 87% or greater, but less than 90%; B = 83% or greater, but less than 87%; B- = 80% or greater, but less than 83%; C+ = 77% or greater, but less than 80%; C = 73% or greater, but less than 77%; C- = 70% or greater, but less than 73%; D = 60% or greater, but less than 70%; F = less than 60% The final numerical grade will be rounded. 0.5 or higher will round up; 0.49 or lower will round down. So, 89.5 will round to 90, or A-, and 89.4 will round to 89, or B+. Grade ranges may be adjusted up or down 1 to 2 points.

UNIVERSITY POLICIES

The information found at the following link comprises the University's policies and procedures segment of the course syllabus. Please go to <http://go.utdallas.edu/syllabus-policies>.

LAPTOP/INTERNET-CONNECTED DEVICE

A mutually supportive learning environment depends on active attention and engagement. For this reason, no laptop (or Internet-connected device – e.g., an iPad or iPhone) use is allowed during classroom lectures, discussions and presentations. The value of legitimate use of laptops is far outweighed by the distraction that they create for your classmates and the overall learning environment.

COURSE OUTLINE

SESSION DATE	SESSION TOPIC/PREPARATION	ASSIGNMENT
S01 01/11/17	<u>Course and Student Introduction; The Entrepreneurial Life; Integrity and Ethics: Foundations for Success in Small Business</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 1 & 2</i>, pp. 1-59 Lecture and Discussion: <i>An Overview of the Course and Student Introductions and a discussion of the readings</i> (Wright) Guests: None	<u>No Written Assignment Due.</u>
S02 01/18/17	<u>No Class</u>	

<p>S03 01/25/17</p>	<p><u>Small Business Introductions; Team Formation</u> Lecture and Discussion: None Guests: Business owners</p>	<p><u>No Written Assignment Due.</u></p> <p>Form teams and select small business to adopt (from presentations).</p> <p>Arrange appointment with the company representative.</p> <p>Begin selection of an area to research in support of the selected business.</p> <p>A questionnaire handout will be provided in class to facilitate this effort.</p>
<p>S04 02/01/17</p>	<p><u>Starting a Small Business; Franchises and Buyouts</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 3 & 4, pp. 60 – 116</i> Lecture and Discussion: (Wright) Guests: TBD</p>	<p><u>Written Assignment #1:</u></p> <p>Team assignment for class presentation.</p> <p>Complete interview with company representative based on questionnaire.</p> <p>Report findings and project ideas.</p> <p>15-minute presentation (5-7 slides)</p>
<p>S05 02/08/17</p>	<p><u>The Family Business; The Business Plan: Visualizing the Dream</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 5 & 6, pp. 117 – 169</i> Lecture and Discussion: (Wright) Guests: TBD</p>	<p><u>Written Assignment #2:</u></p> <p>Team assignment for class presentation.</p> <p>Bring to class a presentation of your research plan, including objectives, resources, time chart for completion and critical issues faced.</p> <p>This research effort will be a focus for the rest of the course.</p> <p>15-minute presentation (5-7 slides)</p>
<p>S06 02/15/17</p>	<p><u>The Marketing Plan; The Organizational Plan: Teams, Legal Structures, Alliances, and Directors</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 7 & 8, pp. 170 – 224</i> Lecture and Discussion: (Wright) Guests: TBD</p>	<p><u>No Written Assignment Due.</u></p> <p>Class Discussion of Readings</p> <p>Team Meetings with Instructor.</p>
<p>S07 02/22/17</p>	<p><u>The Location Plan; Understanding a Firm's Financial Statements</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 9 & 10, pp. 225 – 289</i> Lecture and Discussion: (Wright) Guests: TBD</p>	<p><u>No Written Assignment Due.</u></p> <p>Class Discussion of Readings</p> <p>Team Meetings with Instructor.</p>

S07 03/01/17	<u>FIRST TEST</u>	<u>First Test – Written Assignment #3.</u>
S08 03/08/17	<u>First Test Analysis; Forecasting Financial Requirements; A Firm’s Sources of Financing; Presentation Design</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 11 & 12</i>, pp. 290 – 345 Lecture and Discussion: (Wright) Guests: TBD	<u>Written Assignment #4:</u> Team assignment for class presentation. Bring to class a financial evaluation of your small business. 15-minute presentation (5-7 slides)
S09 03/15/17	<u>Spring Break</u>	
S10 03/22/17	<u>Planning for the Harvest; Building Customer Relationships</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 13 & 14</i>, pp. 346 – 393 Lecture and Discussion: (Wright) Guests: TBD	<u>No Written Assignment Due.</u> Class Discussion of Readings Team Meetings with Instructor.
S11 03/29/17	<u>Product Development and Supply Chain Management; Pricing and Credit Decisions</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 15 & 16</i>, pp. 394 – 446 Lecture and Discussion: (Wright) Guests: TBD	<u>No Written Assignment Due.</u> Class Discussion of Readings Team Meetings with Instructor.
S12 04/05/17	<u>Promotional Planning; Global Opportunities for Small Business</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 17 & 18</i>, pp. 447 – 500 Lecture and Discussion: (Wright) Guests: TBD	<u>No Written Assignment Due.</u> Class Discussion of Readings Team Meetings with Instructor.
S13 04/12/17	<u>Professional Management and the Small Business; Managing Human Resources</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 19 & 20</i>, pp. 501 – 561 Lecture and Discussion: (Wright) Guests: TBD	<u>Dress Rehearsal Team Presentation– Written Assignment #5:</u> Team assignment for class presentation. 15-minute presentation. Slides sufficient to support each element of project.
S13 04/19/17	<u>Managing Operations; Managing the Firm’s Assets; Managing Risk in the Small Business</u> Readings: <ul style="list-style-type: none"> Longenecker, Petty, Palich and Hoy, <i>Small Business Management: Launching & Growing Entrepreneurial Ventures: Chapters 21, 22, and 23</i>, pp. 562 – 643 Lecture and Discussion: (Wright) Guests: TBD	<u>No Written Assignment Due.</u> Class Discussion of Readings Team Meetings with Instructor.



S14 04/26/17	<u>Final Presentations</u>	<u>Final Team Presentation– Written Assignment #6:</u> Team assignment for class presentation. 15-minute presentation. Slides sufficient to support each element of project.
S15 05/03/17	<u>SECOND EXAM</u>	<u>Second Exam – Written Assignment #7.</u>

Note: This course schedule is flexible, and changes may be made to accommodate guest speakers or as otherwise needed.



PEER EVALUATION FORM

INSTRUCTIONS

The peer evaluation process is intended to provide group members with an opportunity to contribute to the evaluation of the performance of your team members on group activities. On the form below, you may rate the performance and contributions of your team members (including yourself) in the preparation of the group assignments. Instructions follow (see example posted on eLearning):

1. Enter the names of your group members (alphabetically by last name). Include yourself.
2. Evaluate each assignment separately. Each team member will begin with 100 points on each assignment.
3. You may reallocate the total number of points among team members within a range of 80 to 120 points for each individual, based on their contributions to the group effort on that assignment.
4. The total number of points allocated on any single assignment must equal 100 times the number of members of the team. If you have four members on the team, the total for each column should be equal to 400.
5. I will calculate an overall assessment as a weighted average of the individual ratings, using the percentage weights indicated below.

Please sign the evaluation, place it in a sealed envelope, and turn it in or email it to the instructor on or before [May 1, 2016](#).

PEER EVALUATION

Group Member (list alphabetically)	WA-1 02/01/17 Team 0%	WA-2 02/08/17 Team 5%	WA-3 03/01/17 Individual 15%	WA-4 03/08/17 Team 10%	WA-5 04/12/17 Team 10%	WA-6 04/26/17 Team 20%	WA-7 05/03/17 Individual 20%
1							
2							
3							
4							
5							
Total							

COMMENTS

Group Member	Comments (please support and justify any assessment below 90% or above 110%) Continue on reverse if necessary.
1	
2	
3	
4	
5	

Signature: _____

Print Name: _____