

THE UNIVERSITY OF WESTERN ONTARIO
Management and Organizational Studies
2009

MOS 4498A

Small Business Management

Instructor:	David M. Jackson E-mail: dgjackson@odyssey.on.ca (home)
Class Hours:	Mondays, 7:00 to 10:00 pm. Room 3116 Social Science
Office Hours:	Mondays, 6:00 to 7:00 pm (Room 2233 Social Science) Phone: 519-473-8634 (home)

COURSE OBJECTIVES

This course is designed to teach the student the essentials of starting a new company, and how to manage an existing small business. The course integrates these two areas in the readings and in the Product/Service Concept Assignment and the Business Plan. It provides exposure to the new venture process, the risks and rewards of entrepreneurship, and the problems of small businesses. These problems are not simply smaller versions of big business problems - they are distinctly different. Issues covered will include self-assessment, the concept and process of entrepreneurship, and strategy formulation in the small business.

Analytical techniques will include self-evaluative questions, literature reviews and in-class discussion of the concepts and factors that contribute to the successful start-up, development and operation of the smaller enterprise.

Strategic options will be considered, including starting from scratch, acquiring an existing business and franchising. Students will be expected to acquire the ability to prepare a business plan, to develop a funding proposal and the ability to search out funding alternatives.

This course will be of interest to students who have an immediate or future interest in starting up a new venture, acquiring an existing business or franchise, or participating in the management of a small business. It should also be useful to those who wish to understand the concepts of entrepreneurship in a broader context.

TEACHING METHODOLOGY

For each session, readings will be assigned from the required text, and some sessions will present materials that are supplementary to the text.

Emphasis will be on the students' active involvement and a high level of attendance, preparation, analysis and participation are expected. Attendance is a necessary, but not sufficient, condition for a good grade for participation. Class participation marks (10% of Grade) will be based on the student's willingness to.....

- Express and support their prepared comments when called upon by the instructor
- Volunteer responses in a constructive manner to "open" questions posed by the instructor
- Interact and question other students and the instructor in a constructive manner.

Overall, the most important factor in participation is the student's contribution to the class, and it will be evaluated at each class.

ASSIGNMENTS – MOS 4498A

Product/Service Concept (2-3 pages) – 10% of Grade

Submit a 2-3 page synopsis of your (or your Group's) intended business Venture/Plan. The Product/Service concept assignment is designed to allow for an initial opportunity assessment of the attractiveness and potential feasibility of the venture. The Product/Service Concept submission should address the following questions as a minimum:

- Clearly describe the Product/Service Concept, and how/why it will create value.
- Who are you going to sell it to? Clearly identify the target customer/market.
- Why would they buy this type of Product/Service from any supplier?
- Why would they buy it from you? How is the product/service differentiated? What are the compelling reasons this venture should work?

The Product/Service Concept is to be submitted at the fourth Class (Oct. 5/2009) and returned to you on October 19th. It will be the foundation for your Business Plan

Business Plan – 50% of Grade

The business plan can be based on a new business upon which the student intends to embark after graduation or on a venture in which the student has a serious interest. It should be a comprehensive and detailed proposal of such quality that it could be presented, by the student, to sources of financing. It must cover areas such as management, marketing, production, human resources, risk analysis, operations, financial forecasts and financing at a minimum. The written Plan **must not** exceed 20 pages in length, **plus** as many pages of Appendices/Exhibits as you feel are necessary to support the Plan.

Each student is expected to work independently, or in groups of two (2) or three (3), on the preparation of their business plan. Groups of more than three (3) Students will **not** be permitted.

The Product/Service Concept on which the business plan is to be based must be submitted to the instructor at the fourth Class (October 5/2009) for grading and feedback. The **FINAL** business plan is to be handed in at the last class (December 7/2009) of the Session. **NO EXTENSIONS** - work submitted after the deadline **WILL BE REFUSED**.

PLAGIARISM

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (See Scholastic Offence Policy in the Western Academic Calendar)

EVALUATION

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|---------------------------|--------------------|------------------------------------|
| • Product/Service Concept | 10% | Due October 5/2009 Class |
| • Class participation | 10% | Throughout Session |
| • Business Plan (written) | 50% | Due December 7/2009 Class |
| • Final Examination | <u>30%</u>
100% | Exam Period December 11 to 22/2009 |

REQUIRED TEXT

“Small Business Management :- Launching and Growing New Ventures”. **Fourth Canadian Edition**. Longenecker; Donlevy; Calvert; Moore; Petty & Palich. Nelson Education (ISBN 0-17-6500057)

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Class	Date	Topic	Text	Assignment
1	Sept. 14	- Entrepreneurs - Start-up/Comp. Advantage	Chap. 1 Chap. 2	Initiate formation of Business Planning Groups
2	Sept. 21	Developing the Business Plan	Chap. 5	
3	Sept. 28	- Building & Presenting a credible Business Plan - Market Research & Product Strategy	-Special Presentation Chap. 6	
4	Oct. 5	- Promotional & Pricing Strategies	Chap. 7	Submit Product/Service Concept (Two or three Page write-up – 10% of Grade in MOS 4498)
5	Oct. 12	NO CLASS Thanksgiving Holiday		
6	Oct. 19	- Distribution & Global Marketing	Chap. 8	Product/Service Concept submissions returned to Students
7	Oct. 26	- Mgmt. Team & HR Mgmt. - Form of Organization & Legal Issues	Chap. 9 Chap. 10	
8	Nov. 2	- Selecting a Location & Planning the Facilities - Operations Management & Control Systems	Chap. 11 Chap. 12	
9	Nov. 9	- Evaluating & Managing Financial Performance	Chap. 13	
10	Nov. 16	- Financing Requirements, Financial Statements & Sources of Financing	Chap. 14	
11	Nov. 23	- Franchising Opportunities - Family Enterprise	Chap. 4 Chap.3	
12	Nov. 30	- Managing Growth Firms & Exit Strategies - Exam Review	Chap. 15	
13	Dec. 7	Floater Class- use as required		Hand in written Business Plans - All group members must attend discussion with Instructor)
	Dec. 11 to 22	Examination Period		