

**UNIVERSITY OF WESTERN ONTARIO**  
**Management and Organizational Studies**  
**2009**

**MOS 4498b**

**Small Business Management**

<b>Instructor:</b>	<b>David M. Jackson</b> <b>E-mail: <a href="mailto:dgjackson@odyssey.on.ca">dgjackson@odyssey.on.ca</a> (home)</b>
<b>Class Hours:</b>	<b>Mondays, 7:00 to 10:00 pm. Room SSC 3018</b>
<b>Office Hours:</b>	<b>Mondays, 6:00 to 7:00pm/ Room SSC 2233</b> <b>Phone: 519-473-8634 (home)</b>

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**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 case assignments and in the project options. 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, case analysis, 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 grades 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 4498b**

### **Business Plan**

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 (single- or double-spaced) in length, **plus** as many pages of Appendices/Exhibits as you feel are necessary to support the Plan.

Each student has the choice of working 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.

A brief proposal synopsis for the business plan should be submitted to the instructor at the fourth session (January 26/2009) for approval. The **FINAL** business plan is to be handed in at the last class (April 6/09) of the Session. At that Class the Instructor will discuss each Plan with the individual submitting the Plan, or with the Group members (**All** group members must be present) submitting the Plan. **NO EXTENSIONS** - work submitted after the deadline **WILL BE REFUSED**.

### **Case Preparation**

Each student will **individually** prepare an “in depth” written study of the required case (See below)

### **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**

- |                           |            |                                |
|---------------------------|------------|--------------------------------|
| • Case analysis           | 10%        | Due February 2/2009 Class      |
| • Class participation     | 10%        | Throughout Session             |
| • Business Plan (written) | 60%        | Due April 6/2009 Class         |
| • Final Examination       | <u>20%</u> | Exam Period April 11 – 30/2009 |
|                           | 100%       |                                |

### **REQUIRED TEXT**

“Small Business Management: Launching and Managing New Ventures”. **Third Canadian Edition**. Longenecker J.G., Donlevy, L.B., Calvert, V.A.C., Moore, C.W., & Petty, J.W. (2006) Thompson/ Nelson Publishing (ISBN 0-17-640724-3)

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<b>Class</b>	<b>Date</b>	<b>Topic</b>	<b>Text</b>	<b>Assignment</b>
1	Jan. 5	Entrepreneurs & Startup Competitive Advantage	Chap. 1& 2 (p. 1-48)	
2	Jan. 12	Developing an Effective Business Plan	Chap. 3 (p. 50-79)	
3	Jan. 19	Market Research & Product Strategy	Chap.4 (p. 80-117)	
4	Jan. 26	Promo. & Price Strategies	Chap. 5 (p.118-155)	<b>Submit Business Plan Proposal</b>
5	Feb. 2	Distribution Channels & Globalization	Chap. 6 (p.156- 176)	<b>Submit Written Case # 2, GAP Adventures (p. 475)</b>
6	Feb. 9	Mgmt. Team, HR Mgmt. Forms of Organization, Legal Issues	Chap. 7-8 (p. 178-233)	
7	Feb. 16	NO CLASS FAMILY DAY HOLIDAY		
8	Feb. 23	NO CLASS SLACK WEEK		
9	March 2	Location, Facilities Planning Operations Mgmt	Chap.9-10 (p.234-291)	
10	March 9	Eval. And Managing Financial Performance	Chap. 11 (p. 292-343)	
11	March 16	Financial Reqt's/Sources, Statements, Buyouts, Family Businesses	Chap.12-13 (p. 344-411)	
12	March 23	Franchising Opportunities	Chap. 14 (p. 412-435)	
13	March 30	Managing Growing Firms and Exit Strategies	Chap. 15 (p.436-470)	
14	April 6	Floater Class- use as required		<b>Hand in written Business Plans Each Group/Instructor discuss</b>

**April 11 to 30, 2009 Examination Period**