

UNIVERSITY OF WESTERN ONTARIO
Management and Organizational Studies
2010

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 SSC 3010
Office Hours:	Mondays, 6:00 to 7:00pm/ Room SSC 2233 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 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 4498A

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

Submit a 2-3 page synopsis of your (or your Group's) intended 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 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 differentiates? What are the compelling reasons why the venture should succeed?

The Product/Service is to be submitted at the fourth Class (Oct . 4 , 2010) and will be returned to you, with comments and suggestions, on October 18th. 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 (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.

The Product/Service Concept on which the Plan is to be based must be submitted to the Instructor at the fourth Class (October 4, 2010). 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**.

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

- | | | |
|---------------------------|------|-------------------------------------|
| • Product/Service Concept | 10% | Due October 4, 2010 Class |
| • Class participation | 10% | Throughout Session |
| • Business Plan (written) | 50% | Due December 6, 2010 Class |
| • Final Examination | 30% | Exam Period December 10 to 21, 2010 |
| | 100% | |

REQUIRED TEXT

“Small Business Management: Launching and Managing New Ventures”. **Fourth Canadian Edition**. Longenecker., Donlevy., Calvert, Moore, Petty and Palich(2006)

Nelson Education (ISBN 0-17-6500057)
MOS 4498A

Class	Date	Topic	Text	Assignment
1	Sept. 13	Entrepreneurs & Startup Competitive Advantage	Chap. 1 Chap. 2	Initiate formation of Business Planning Groups
2	Sept. 20	Developing an Effective Business Plan	Chap. 5	
3	Sept. 27	- Building & Presenting a credible Business Plan - Market Research & Product Strategy	Special Pres'n Chap. 6	
4	Oct . 4	Promo. & Price Strategies	Chap. 7	Submit Product/Service Concept (2 or 3 Page write-up) 10% of Grade in MOS4498A
5	Oct. 11	NO CLASS Thanksgiving Holiday		
6	Oct . 18	- Distribution & Global Mktg.	Chap. 8	Product/Service Concept submissions returned to Students
7	Oct. 25	- Mgmt. Team & HR Mgmt. - Forms of Organization & Legal Issues	Chap. 9 Chap. 10	
8	Nov. 1	- Selecting a Location & Planning the Facilities - Operations Management & Control Systems	Chap. 11 Chap. 12	
9	Nov. 8	- Evaluating & Managing Financial Performance	Chap. 13	
10	Nov. 15	- Financing requirements, Financial Statements & Sources of Financing	Chap. 14	
11	Nov. 22	- Franchising Opportunities - Family Enterprise	Chap. 4 Chap. 3	
12	Nov. 29	- Managing Growth Firms & Exit strategies - Examination Review	Chap. 15	
13	Dec. 6	“ Floater “ Class – use as required - Hand in / discuss Plans		Hand in written Business Plans. - All Group members MUST attend discussion with Instructor

Dec. 10-21 Examination Period

GENERAL INFORMATION

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

SHORT ABSENCES

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.

EXTENDED ABSENCES

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

- **Personal Illness:** If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
- **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.