THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO
Joseph M. Bryan School of Business and Economics
Department of Business Administration

BUS/ENT 470.01 – Entrepreneurial Small Business Management
Fall Semester, 2012

Instructor: Mark Hagenbuch
Classroom: 202 Bryan
Class Time: 6:00 – 8:50 PM, Thursdays
Office: 344-E Bryan Building
Phone: Work (GTCC SBC): 336.334.4822 X 62003 (voicemail);
       UNCG: 336.256.0263 (no voicemail);
E-mail: mthagenb@uncg.edu
Office Hours: 5:00-5:45 PM Thursdays and by appointment
           Charles and Bruton, Gary, McGraw Hill, 2011;
           ISBN-10: 0073403113
Foundation Simulation – www.capsim.com; every student is required to
register for the simulation – cost is $53.99. I will provide your industry ID
and any other pertinent information that you need in order to complete
your registration.

Prerequisite: Admission to an approved program; instructor permission.

Course Description:
The primary objective of this course is to help you apply concepts that you have learned
in previous business courses to analyze real business problems and develop a concept
and business plan for your own small business. By reviewing and writing up multiple
cases during the semester and participating in a small business simulation where you
will run your own small business, students will enhance their ability to identify, analyze,
and evaluate small business problems. The course is geared toward providing students
the opportunity to experience the operation and growth of small businesses. The
student should exit the course with a deeper understanding of the unique concerns of
small business and an appreciation for the small business start-up process and the “real”
problems facing small firms in the 21st century.

Course Objectives:
Participation in BUS/ENT 470 provides students with the following:
1. Hands-on experience in operating, planning, and managing the operation of a
   small business (via a simulation);
2. Opportunity to analyze existing business plan(s) and apply that knowledge to the
   implementation and/or refinement of their own potential venture;
3. Understanding of key functional areas that are critical to small business operation
   and growth including: strategy formation/evaluation, cash flow management,
   financial and marketing planning, and legal issues and concerns;
4. Experience existing entrepreneur’s stories, successes and failures through on-
   line video presentations and guest speakers;
5. Improved understanding of the integration of various business functions in a
   small business (management, marketing, finance, IT, operations, etc.);
6. A chance to demonstrate their skills in making decisions, analyzing the
   competition, and running their own business through participation in a small
   business simulation.
Course Grading:
There will be two individual written cases, two tests, an individual small business simulation, and class participation composing your final grade for the course. The percentage breakdown includes:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Case #1 (individual)</td>
<td>15%</td>
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<tr>
<td>Case #2 (individual)</td>
<td>15%</td>
</tr>
<tr>
<td>Test #1</td>
<td>20%</td>
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<tr>
<td>Test #2</td>
<td>20%</td>
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<tr>
<td>Simulation (individual)</td>
<td>20%</td>
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<tr>
<td>Class Participation</td>
<td>10%</td>
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</table>

Examinations:
All exams will have the same format. There will be twenty objective (multiple choice) questions worth 3 points each (60 points) and twenty True/False questions worth 2 points each (40 points). The questions will be taken from the lectures, handouts, videos, guest speakers, and group activities. The final exam may also draw material from the small business simulation. Exams will be given via BlackBoard unless another option is given by your instructor.

Cases:
For the case write-ups, you should work alone and not discuss your analysis of the case with your classmates or team members. I will grade these assignments and return them with comments as quickly as possible. I will provide more specific guidance on the format of the case write-ups one to two weeks before they are due. There will be opportunity to ‘preview’ typical case format and structure (via homework assignments and in-class work) before you are assigned one to submit for a grade.

Simulation:
All students will have the opportunity to run a small business via the CapSim Foundation Simulation. This exercise shows how various business functions (R&D, Production/Operations, Marketing, and Finance) interact and how many decisions have impact in multiple areas in a company. The simulation will be introduced early in the class, students will all complete a Situation Analysis to gain better understanding of the industry, and there will be practice time to get used to the decision-making process. The simulation is an individual exercise and students will be graded on their overall performance as well as the ability to make adjustments and overcome mistakes and setbacks.

Course Attendance:
Attendance will be taken each class, and absences will be noted. Borderline grades can be raised with excellent attendance. One excused absence per student is allowed, a second absence will result in a 20% reduction in your attendance grade, and a 3rd absence will result in a conference to discuss performance in this course. Remember that as this is an evening class, a significant number of absences will require you to make extra efforts to obtain copies of in-class handouts and notes from guest speakers and the like. This is your responsibility.
Participation:
Everyone is not expected to participate in class every meeting. However, everyone must make a contribution through the participation in the group activities and discussions during the lectures. Much of what we learn in this class will emerge from your experiences regarding cases, guest speakers, current events, and the simulation. Class Participation accounts for 10% of your final grade, absences and failure to take part in case discussions and other class exercises can have a significant impact on your overall grade in this course.

Academic Honesty:
Academic dishonesty will not be tolerated. Any form of academic dishonesty will result in a failing grade for the course and will be reported to the University. The most common types of academic dishonesty in courses of this type are:

- **Fabrication** – “intentional falsification or invention of any information or citation in an academic exercise” – this includes falsifying research data and falsifying sources of information.

- **Plagiarism** – “intentionally or knowingly representing the words, ideas, or work of another as one’s own in an academic exercise” – this includes failing to acknowledge a direct quote with quotation marks and citation, and failing to cite a source of paraphrased material.

For more information on academic dishonesty and its penalties, please see the UNCG Academic Integrity Policy at [http://academicintegrity.uncg.edu](http://academicintegrity.uncg.edu).

Faculty – Student Guidelines:
The Bryan School has adopted a set of faculty and student guidelines. I hope that you will read and consider these. They are available at:

[www.uncg.edu/faculty_student_guidelines.pdf](http://www.uncg.edu/faculty_student_guidelines.pdf)
### Tentative Class Schedule – Fall 2012
(This information is subject to change, the most current version of the syllabus and schedule is available on the class BlackBoard site – blackboard.uncg.edu)

<table>
<thead>
<tr>
<th>Class#</th>
<th>Date</th>
<th>Topic</th>
<th>Activities/Assignments</th>
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</thead>
</table>
| 1      | 23 Aug | • Virtual/On-line Class  
• Introduction to Course  
• Laying the Groundwork for Small Business | • Review of materials/resources  
• Overview of entrepreneurship – facts, myths  
• Everyday Edisons (EE) video: Lisa & Mary  
• Review Chapter 1  
• **Assignment 1** |
| 2      | 30 Aug | • Individuals & Small Business  
• Idea Generation  
• Simulation Intro | • **Discuss Assignment 1**  
• Read Chs. 2 & 3  
• **Case: Dee Silva (pp. 37-38 & on http://www.mhhe.com/bamford)**  
• Introduction to Simulation  
• **Assignment 2 available on BlackBoard** |
| 3      | 6 Sep  | • External Analysis  
• Simulation – Situation Analysis | • **Discuss Assignment 2**  
• Read Ch. 4  
• **Case: Team Trident (pp. 80-81 & on student website listed above)**  
• Simulation – Situation Analysis  
• EE Video: Mingwei  
• **Assignment 3 available** |
| 4      | 13 Sep | • Strategy  
• **Exam I prep** | • **Review Assignment 3**  
• Read Ch. 5  
• EE Video: James  
• Simulation Practice Round(s) |
| 5      | 20 Sep | • **EXAM I - online** | • EE Video: Ted (on your own via BB links); also Discussion Board assignment based on video (**due before 9/27 class**) |
| 6      | 27 Sep | • Cash Flow  
• Finance & Accounting | • **Review Exam I**  
• Read Chs. 6 & 9  
• EE Video – Mark & Cody  
• **Case I – Write up Jeremy Jones (pp. 126-127) for Grade – questions found on student website; due 10/11 before 6 PM** |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics</th>
<th>Assignments and Notes</th>
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<tbody>
<tr>
<td>7</td>
<td>4 Oct</td>
<td>Financial Analysis</td>
<td>Read Ch. 12</td>
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<td></td>
<td></td>
<td></td>
<td>EE Video – Russ &amp; Brent</td>
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<td></td>
<td><em>Simulation Practice Rounds/Debrief</em></td>
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<tr>
<td>8</td>
<td>11 Oct</td>
<td>Legal Foundations &amp; Operations</td>
<td>Read Chs. 7 &amp; 8</td>
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<td>EE Video: Matthew</td>
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<td><strong>Case I due at beginning of class</strong></td>
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<td><strong>Case II – Write up Shannon Shipp</strong> (pp. 149-150) for Grade – questions found on student website; due 10/25 before 6 PM</td>
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<tr>
<td>9</td>
<td>18 Oct</td>
<td>Marketing</td>
<td><em>Case I Review</em>*</td>
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<td>Read Ch. 11</td>
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<td>EE Video – Stan</td>
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<td>Simulation Q&amp;A before we go ‘live’</td>
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<tr>
<td>10</td>
<td>25 Oct</td>
<td>Human Resources</td>
<td>Read Ch. 10</td>
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<td>EE Video – Joe &amp; Randy</td>
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<td>Final Simulation practice round review and discussion of Success Measures</td>
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<td><strong>Case II due at beginning of class</strong></td>
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<tr>
<td>11</td>
<td>1 Nov</td>
<td>Simulation</td>
<td><em>Case II Review</em>*</td>
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<td>o Live</td>
<td>Foundation Simulation – Success Measures must be finalized before you submit Year 1 decisions!</td>
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<tr>
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<td>o First 2 decisions</td>
<td>Decisions for Years 1&amp;2 must be made before 6 PM on 10 Nov 8</td>
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<tr>
<td>12</td>
<td>8 Nov</td>
<td>Simulation</td>
<td>Pro forma vs. Reality</td>
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<td>o Review Years 1 &amp; 2</td>
<td>Adapting a strategy to keep competitive</td>
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<tr>
<td>13</td>
<td>15 Nov</td>
<td>Virtual/On-line Class</td>
<td>Final 6 years of decisions must be completed by 6 PM on Monday November 26th</td>
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<td>Simulation Completion</td>
<td><em>If you run into problems, help is available (for a small consulting fee, of course!)</em></td>
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<tr>
<td>22</td>
<td>Thanksgiving Holiday</td>
<td><strong>Enjoy your break!</strong></td>
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<tr>
<td>14</td>
<td>29 Nov</td>
<td>Simulation Results</td>
<td>Results for class will be presented</td>
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<td>Student simulation grades will be available in BB</td>
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<td></td>
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<td></td>
<td><strong>Exam II prep</strong></td>
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<tr>
<td>6 Dec*</td>
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<td>Exam II – online</td>
<td>*Note: the final exam will start one hour later than normal class hours; you will have the entire 3 hour time to complete and submit your work.</td>
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</table>

*Note: the final exam will start one hour later than normal class hours; you will have the entire 3 hour time to complete and submit your work.*
Additional Resources:

- [http://www.mhhe.com/bamford](http://www.mhhe.com/bamford) Official web-site for the textbook for this course; you can find links for the Internet Exercises and some Multiple Choice questions that are references above; some good links to interesting sites pertaining to small business as well.
- [http://www.bplan.com/samples/sba.cfm](http://www.bplan.com/samples/sba.cfm) provides sample business and marketing plans, along with a start-up section featuring answers to common questions about starting a company.
- [www.businessfinance.com](http://www.businessfinance.com) The site of America’s Business Funding Directory is a free database of funding sources. The search engine asks you questions about your type of business and stage of development, then goes to work to find potential sources of funding.
- [http://www.prosper.com](http://www.prosper.com) One of the early players in Peer-to-Peer lending. Prosper is a leading online destination for borrowing money and investing in loans. It pioneered peer-to-peer lending, which allows people to invest in each other in a way that is socially and financially rewarding. Additionally, Prosper's auction model provides an open and transparent way to get a personal loan or invest in loans on terms that are favorable to everyone involved in the transaction.
- [www.drapervc.com/entrepreneur/index.html](http://www.drapervc.com/entrepreneur/index.html) This resource page from Draper Fisher Jurvetson, a venture capital fund, has useful links to sources of legal, engineering, general management, and industry information.
- [www.lowe.org](http://www.lowe.org) The Entrepreneurial Edge/PeerSpectives offers financial management and assessment tools, interactive modules on various aspects of starting a business, an extensive list of links related to entrepreneurship, and a comprehensive library of books (plus relevant chapters of books you can read online for free).
- [www.entrepreneurmag.com](http://www.entrepreneurmag.com) is the Web site for *Entrepreneur* magazine. It includes articles on topics such as how to write a business plan in a day, top Internet entrepreneurs and how they did it, and finding angel investors. It also includes a bookstore and an archive library, free business forms, and information on franchising. Bonus: Take a quiz on the site to determine if you have what it takes to succeed.
- [www.inc.com](http://www.inc.com) *Inc. Online* features articles on a wide variety of topics – for example, advertising secrets of hot start-ups, how unlikely entrepreneurs succeeded, and what happens when business partners break up. You’ll also find a “virtual consultant” offering sources for financing; free software, shareware and demos on general management, money management, personnel, and Web site builders; free financial worksheets; and a great online store for books, videos, and software.
- [www.sba.gov](http://www.sba.gov) The U.S. Small Business Administration offers loan information, loan forms, online courses, information about training and courses in all 50 states, free access to two modules from the online support tool *Harvard Manage Mentor (Finance Essentials and Solving Business Problems)*, shareware, a start-up kit, a business plan outline, information and assistance related to financing and marketing your business, an extensive links page, and publications and videos such as “ABCs of Borrowing” and “Employees, How to Find and Pay Them.”
- [www.business.gov](http://www.business.gov) The U.S. Business Advisor is an offshoot of the SBA. It was created to give business information about government services and regulations as well as access to forms, tools, and guides.
- [greensboroentrepreneur.com](http://greensboroentrepreneur.com) Great local website with links to local resources, profiles of local entrepreneurs, listing of local entrepreneurial events.