



THE UNIVERSITY of NORTH CAROLINA  
**GREENSBORO**

Bryan School of Business and Economics

**Campus Entrepreneur**  
**BUS 206.01**  
**Fall 2013**

**Tuesday/Thursday 9:30-10:45am**  
**Room 204 Bryan Building**

*Lecturer:* Mr. Joseph Erba

*Office:* #379 Bryan Building

*Phone contact:* 336-256-8592

*Email:* [jrerba@uncg.edu](mailto:jrerba@uncg.edu)

*Office Hours:* Wednesday's 10-12:00pm and by appointment

***Brief description:***

This elective course is intended for all students who are interested in the process of developing a small business enterprise. It has been developed to appeal to students throughout the UNCG campus with varied interests and educational majors and is not intended solely for business students.

***Pre-requisites:***

Students must have obtained at least a sophomore standing.

***Credit:*** 3:3

***Course Description:***

This elective course is intended for all students who are interested in the subject of entrepreneurship and the process of developing a small business enterprise. The subject of entrepreneurship incorporates the concepts of opportunity recognition, resource allocation and value creation, which can come from a variety of sources. Using an experiential learning process, students will develop a formal business plan focusing on the University community as the primary market. The course has been developed to appeal to students throughout the UNCG campus, with varied personal and educational interests and passions, and is not intended solely for business students. Even though this is an elective course, the work load is comprehensive.

***Course Materials: Please read carefully:***

In order to attempt to keep costs down for you, two options for the text. You must purchase one of the two options to complete this course.

**Option #1:** Jerome A. Katz & Richard P. Green ; **Entrepreneurial Small Business: 3rd edition**; McGraw-Hill Irwin publishing. ISBN# 978-0-07-338157-2

**\*note: text is available used from a variety of sources**

**Option #2:** e-book on-line at CourseSmart: <http://www.coursesmart.com/007726794X>

**Optional materials for students:**

1. Business Plan Pro CD (available from McGraw-Hill Irwin publishing directly)
2. Campus CEO: The Student Entrepreneur's Guide to Launching a Multimillion-dollar Business. Kaplan Publishing; 2007 ISBN: 1-4195-9371-4  
(currently available on-line from various sellers for under \$15)

In addition, documents from other sources will be used and combined with the scheduled readings. These documents will be made available to the students either in written or electronic form.

**References**

- (1) U.S. Census Bureau : <http://quickfacts.census.gov>
- (2) U.S. Census Bureau: consumer spending data: [www.bls.com](http://www.bls.com)
- (3) Mintel reports: <http://academic.mintel.com>
- (4) Entrepreneur magazine: [www.entrepreneur.com](http://www.entrepreneur.com)
- (5) Business Week magazine: [www.businessweek.com](http://www.businessweek.com)

***TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES:***

This course will be taught using a variety of teaching methods to develop and maintain the student's interest and help them reach the intended outcomes. Methods will include lecture, demonstrations, audio & visual tools, group self-work sessions and presentations, and study of assigned readings from the text and other publications. This process will combine the elements of teaching, coaching, facilitating and personal mentoring to help each interested student reach his/her intended goal.

***STUDENT LEARNING OUTCOMES:***

There are two primary objectives of this course. First, to introduce an experiential learning process focusing on the concepts of entrepreneurship by teaching interested students the process of establishing a new business venture. Second, at the conclusion of the course, students who have successfully completed all the requirements of the course will, at their discretion, have the opportunity to present and submit their business plan for selection and award of a

business license allowing them to start and operate their business on and to the UNCG campus (students, faculty & administrators) at large (see Syllabus Appendix for further details regarding the licensing process).

Upon successful completion of this course, students will be able to:

1. **Recognize** their personal interests and applicability to the areas of entrepreneurship (business, social and corporate).
2. **Develop** skill sets in the areas of opportunity recognition, research, and team dynamics.
3. **Comprehend** the steps in and processes of planning, decision- making and strategy development.
4. **Illustrate** their understanding of market analysis, operational and financial management.
5. **Construct** an abbreviated feasibility analysis and a formal business plan document.
6. **Demonstrate** their presentation and sales skills.
7. **Defend** their business plan analysis.
8. **Understand** the key and critical elements of starting a business enterprise.

**TEAMING:**

Depending upon the size of the class and the number of students interested in the licensing opportunity, students will be requested to work in teams (of no more than 3 students) throughout the semester. As such, documents submitted during the semester will either be individually (I) or team (T) graded, as noted in the “Schedule of Assignments” following. All team submissions will be awarded the same grade, unless otherwise noted. Each student, who is part of a team, will be required to complete a **Peer Evaluation** at the conclusion of the semester.

**EVALUATION AND GRADING:**

The grading for this course will be based on six (6) factors. They are:

<b>Grading Factors</b>	<b>Percent of Total Grade</b>
1. Classroom participation	7.5%
2. Quizzes (10 @ 2.5% ea.)	25%
3. Exercises: (group graded) Market Survey – 8.5% Business Model –5%	13.5%
4. Homework Assignments – Individual or team (group graded) (Letter or pass/fail scored) (12 @ 2% ea)	24%
5. Business Plan document: (group graded) a. Document b. Presentation	25% 5%

Grading is based on the effort and results shown in class and on the assignments listed. Every student entrepreneur and team will be presenting their formal Business Plan at the end of the term.

### **Grading scale:**

**A**= Excellent: indicates achievement of distinction.

**B** = Good: indicates general achievement superior to the acceptable standard.

**C** = Average: indicates the acceptable standard for meeting the course requirements.

**D** = Poor: indicates unacceptable work. Progress must be made to pass the course.

**F** = Failure: indicates failure to perform to any minimum standard of performance.

Grading will usually be based on letter designations with appropriate (+ and -) connotations.

A+	98% - 100%	C	73% - 76%
A	93% - 97%	C-	70% - 72%
A-	90% - 92%	D+	67% - 69%
B+	87% - 89%	D	63% - 66%
B	83% - 86%	D-	60% - 62%
B-	80% - 82%	F	Below 60%
C+	77% - 79%		*decimals will be rounded up/down

### **Participation:**

Since this is an elective class it should only be taken by students interested in the subject matter. It should be clear than the only way to fully immerse in this course and gain the necessary knowledge and experience to complete assignments and reach the intended goals, is to attend each class session. Participation is a significant portion of the students final grade, therefore attending classes is the pre-requisite for gaining participation credit. There are 28 class dates scheduled this term. Students can miss up to **3** classes without losing any participation credit. **Missing any more than 3 classes for any reason will negate any credit for class participation. An absence rate of 30% at any time during the semester is grounds for dismissal from the course, at the instructor's discretion. Students are requested to be on-time to class. Two late arrivals will equal one absence.**

### **Quizzes:**

There will be a number of quizzes given during the semester, during class. The subject matter of each quiz will be based on both the text material assigned and classroom discussions. There is no make-up for any of the quizzes. If missed, the student will not receive any credit.

### **Exercises & Assignments:**

Assignments will consist of various case work and/or projects assigned during the term, relevant to the subject matter at hand. Required submissions are listed in the Schedule of Assignments as either individual (signified by the letter "I") or team (signified by the letter "T") assigned. All team members will receive the same grade for 'team-assigned' exercises. Some documents will receive a letter grade and others will be graded pass/fail. All will be used in determining the student's final grade for this section.

To earn a "Pass" grade, the submitted work must show strong evidence of student's attempt to master the assignment. Correct answers are not the determining factor, effort is. Failure of such evidence will result in a "Fail" score.

In exercises that are letter-graded, attention will be placed on the following areas:

1. Completeness & correctness of the document submitted
2. quality of the writing style, grammatical composition and format expressed

It's expected that each student will complete the scheduled readings and assignments by the date required and listed in the **Schedule of Assignments**, following. All assignments (receiving a pass/fail or a letter grade) will not be accepted beyond the **original due date**.

***Business Plan document:***

See the specific document listed in Blackboard. This project represents the largest single graded item in the course. Therefore it dictates the greatest attention by each student.

***Performance Monitoring:***

***This section applies to all Group Work exercises.***

In every teaming situation, issues appear. Yet, in today's business environments "knowledge work" has become a key, competitive position. You will be required to work effectively with people of different skill levels, interests and motivations to succeed. As such, you will have the opportunity to do so in this course.

***Peer Evaluations (Exhibit 1):*** Each individual in a team will be required to complete a peer evaluation on his/her teammates at the conclusion of the team project, for the course. This evaluation, along with the instructor's evaluation of the quality of work submitted will be used to assess an individual's grade for the project. I expect honest, professional assessments. In the case where a team member receives consistently inferior ratings from his/her teammates, a person's total project grade will be appropriately reduced.

***The "Trump" effect:*** In the case where a team member consistently underperforms during the development stages of the project, action can be taken by the team, in sequential steps, as follows (underperformance includes but it not limited to missing scheduled meetings, not completing agreed-upon assignments in the time required, etc.):

1. Team meets with the underperformer(s) and discusses the issues and clearly delineates the expectations of the team. This meeting is documented and the notes of such are sent to the instructor.
2. If, after a reasonable period of time, determined by the team, performance does not improve, the team can request a meeting with the instructor to discuss the issues at hand. At that time, the instructor will request a meeting with the underperformer(s).
3. After such meeting and a reasonable time to correct the issues has passed, the team will be given the authority to "fire" the under-performer(s), with the approval of the instructor (supporting "just cause").

If a student is "fired" from a team, he/she will receive a score of "0" for the project document & presentation. No make-up work is available to counteract this failing.

## ***ACADEMIC HONOR CODE:***

By the singular act of registering for this course, you are agreeing to abide by the UNCG Academic Integrity Code. All written work submitted must be original and produced by the student/team for this class only. The code covers five areas of responsibility:

1. Cheating
2. Plagiarism
3. Misuse of Academic Resources
4. Falsification
5. Facilitating Academic Dishonesty

If, for any reason, you are unfamiliar with the contents of the code, please review it on the school's website link: <http://academicintegrity.uncg.edu/complete/>. Violations will be pursued.

The Bryan School of Business and Economics has recently developed and accepted Faculty and Student Guidelines focusing on the expected performance of each. They can be found at the following link: [http://www.uncg.edu/bae/faculty\\_student\\_guidelines\\_sp07.pdf](http://www.uncg.edu/bae/faculty_student_guidelines_sp07.pdf)

## ***Miscellaneous:***

If you miss a class for any reason, the responsibility for the material covered during the missed class and preparation for the succeeding class is yours, alone.

No one likes to be disturbed during class and I will appreciate your undivided attention. It is requested that students refrain from using cell phones (including text messaging) during class times. Laptops are encouraged for note taking, but not required. Ancillary uses of laptops during class are discouraged and considered inappropriate. You'll be asked to cease the use thereof. Continued inappropriate use will subject the student to dismissal from the class/course.

Be on time for class. If you consistently show up late for class, we'll discuss the issue.

**Students with Disabilities:** UNCG seeks to comply fully with The Americans with Disabilities Act and section 504 of the Rehabilitation Act of 1973. Students requesting accommodations based on a disability must be registered with the Office of Disability Services in 215 Elliott University center, 334-5440, [www.uncg.edu/ods](http://www.uncg.edu/ods).

**Inclement Weather:** UNCG will remain open during adverse weather conditions until and unless the Chancellor makes the administrative decision to postpone/cancel class. Students can obtain details on those decisions by calling the Adverse Weather Line at 336-334-4400 or accessing the website at: [www.uncg.edu/iss/weather.htm](http://www.uncg.edu/iss/weather.htm)

## ***Religious Observance***

The University allows for 2 excused absences each academic year for religious observances required by the faith of the student. Students requesting a religious absence must notify the instructor of each absence 14 days in advance of the date of the religious observance. The request must state in writing the nature of the religious observance and the dates. Student's participation must be confirmed in writing by an official of the religious organization. Assignment/tests that a student may miss due to notice of a required religious observance, instructors may require the student to complete the test or assignment in advance of the originally scheduled date of the test or assignment. The requirement for

students to make such requests for excused absences applies only to days when the University is holding class (see the University's announcement for further details).

### **Biographical sketch of Instructor:**

Joseph Erba, Jr. is a full-time faculty member at Bryan School of Business & Economics at UNCG. His current teaching of undergraduate and graduates courses at UNCG focus on the areas of business strategy, leadership and entrepreneurship. During his tenure, he has developed a number of new programs and courses at UNCG, including "Campus Entrepreneurs" which offers students the opportunity to start their own for-profit ventures on campus. His on-going work with the Target Corporation has lead to the formation of the "Target Case Challenge" on campus, now in its fifth year of operation. His service work includes active participation with the UNCG International Programs Committee, serving as faculty advisor and mentor to incoming international students as well as sponsoring and participating in study abroad programs.

Mr. Erba is actively involved with numerous local, regional and national organizations to support and align their interests in UNCG and our students.

Through his teaching, Mr. Erba was the recipient of the Bryan School's Non-tenured Faculty Teaching Excellence Award in Spring 2011.

Mr. Erba earned a bachelor's (BSBA) and Master's degree (MBA) from Babson College of Wellesley, Massachusetts. During his 30+ years in industry, prior to joining UNCG, he gained experience in a variety of fields including financial services (for which he earned the Chartered Life Underwriter and the Chartered Financial Consultant designations) sales, marketing, operations, distribution, supply-chain management and executive leadership. Among others, he has held the executive leadership position of Vice-President of Order Fulfillment and Supply Chain Management for Steelcase, Inc. the world's largest office furniture manufacturer, as well as President and CEO of two organizations; Revest, Inc. of Atlanta, GA and Brayton International of High Point, N.C.

Retiring from general industry activities in early 2005, Mr. Erba maintains a boutique business consulting practice specializing in strategy development and implementation for small to moderate-sized businesses.

## Fall 2013: Schedule of Assignments:

**Note: Instructor reserves the right to change topics and/or due dates with ample notice to students.**

	<b>Date</b>	<b>Topic</b>	<b>Homework (due on this date)</b>	<b>Remarks</b>
1	8/20	Introductions/Syllabus review/ Business Plan review	Index card with face picture	
2	8/22	Defining Entrepreneurship – myths, rewards & environments	Chapters 1 &2	<i>Quiz #1</i>
3	8/27	Ideation	A: What’s Your Problem? Ch. 4	<i>Quiz #2</i> -Ch 3 OYO
4	8/29	Ideation continued	<b>HW#1 (I)</b> Ch. 4 Appendix	<i>Quiz #3</i> -Business Concept exercise assigned
5	9/3	Review of key semester assignments	Review Market Survey, Business Model & Business Plan assignments	Ch. 5 OYO
6	9/5	Business Strategies	Ch. 7 (pgs. 189-211 only) <b>HW- Business Concept exercise (T)</b>	<i>Quiz #4</i>
7	9/10	Business Plan development	Ch.8	<i>Quiz #5</i>
8	9/12	Marketing concepts: Market plans & the planning	Ch. 12	-Mkt Survey pilot assigned
9	9/17	Market Segmentation		<i>Quiz #6</i> -Business Model exercise assigned
10	9/19	Library-CITI lab	Review page 196 in text	
11	9/24	Marketing continued	Ch. 9 (pgs 272-287 only) <b>Market Survey pilot due (G)</b>	
12	9/26	Sales Forecasting	<b>HW: Visual Delight Arts Gallery exercise : Part 1 due (I)</b>	
13	10/1	Individual/Team mtg with Instructor	<b>HW: Business Model exercise due (T)</b>	
14	10/3	Pricing your Products/Services	Ch. 9- (pgs 287-301 only) A: “The 3 C’s of Pricing”	<i>Quiz #7</i> -Sales Forecast exercise assigned
15	10/8	Pricing continued	<b>HW: Burl Woods exercise due (I)</b>	

16	10/10	Pricing continued	<b>HW: Exercise 19c/d</b>	
	<b>Break</b>	<b>Fall Break</b>		
17	10/17	Promotional Planning	<b>Ch. 10 HW: Sales Forecast due (T)</b>	<i>Quiz #8</i>
18	10/22	Promotion continued	<b>HW: “Promotional Message exercise HW: Market Survey-final document due (T)</b>	
19	10/24	Operations- Running the Business	A: “Operating & Control Systems” on BB <b>HW: “Weekly Operating Plan Schedule” exercise on BB</b>	
20	10/29	Finances & Financial Statements- an overview	Ch. 13	<i>Quiz #9</i>
21	10/31	Budgeting & Forecasting	Ch. 13 (pages 422-431)	
22	11/5	Cash Flow Analysis	<b>HW: Clay Potts exercise due (I)</b>	
23	11/7	Open day for Biz Plan work		
24	11/12	Income Statements	Ch. 13 (pgs 408-412) <b>HW: 1<sup>st</sup> yr. cash flow proforma due (T)</b>	
25	11/14	Financial Statements continued		
26	11/19	Financial Ratio Analysis	<b>HW: 1<sup>st</sup> yr. income statement proforma due (T)</b>	
27	11/21	Forms of business Ownership and Legal/Ethical issues	<b>Ch. 18 (pgs 580-603)</b>	<i>Quiz #10</i>
28	11/26 Last class	Team work sessions w/ instructor		
		<b>Thanksgiving Break 11/27-12/1</b>		
	12/3	<b>Reading Day (license presentations)</b>		
	Final: TBD	Business Plan presentations		

*Exhibit 1*

**PEER EVALUATION FORM**

**YOUR NAME:** \_\_\_\_\_ **Team #/name** \_\_\_\_\_

Assign a number between 1(low quality) and 5 (high quality) for the *quality* of each member's contribution. This includes ideas the individual generated, contributions to developing the strategy, the quality of his or her effort in the overall report, etc. (include yourself). Then:

Assign a number between 1 and 5 for the *quantity* of each member's participation. This includes their ability to meet with the group and the amount of individual contribution to the group effort (include yourself).

<i>Name: List yourself first</i>	<i>Quality Score (1-5)</i>	<i>Quantity Score (1-5)</i>	<i>Total Score</i>
1.			
2.			
3.			
4.			
5.			

After completing this form, write a few sentences on the reverse side describing your perception of each member's involvement, commitment and contribution to the TOTAL case effort. Do this carefully and thoughtfully. The person's grade will depend in part, on your overall evaluation of their performance. Specifically, compare the tasks assigned by the group to each person and his or her execution of these tasks.

You will not receive a grade for this course until this form is submitted to me. I will not share this evaluation with ANYONE. Write your name on the form, fold it and turn it in at class.

## **Appendix to Syllabus – Student business licensing**

At the conclusion of the course, students who have successfully completed all the requirements of the program can, at their discretion, present and submit their business plan to the UNCG Business Plan Selection Committee (UNCG BPSC) for selection and award of a license to conduct business on campus for the sole benefit of the student owners, students, faculty and administration of UNCG. The award of such license will be at the sole discretion and authority of the UNCG BPSC. Presentations will be scheduled at the discretion of the UNCG BPSC.

### **Student Teams:**

In order to be allowed to present and submit a completed business plan proposal to the UNCG BPSC, a member of the Team must have successfully completed all the requirements of the course and receive at least a passing grade and earned the allotted credit hours. Participating student entrepreneurs agree that only students who have successfully completed the course will serve as student owners.

### **Business License:**

Each term that this course is offered, the UNCG BPSC will determine the maximum number of new licenses granted. The UNCG BPSC reserves sole right to determine this number and award licenses based on a number of factors, including but not limited to:

- Quality and reasonable expectation of success of the business plan submitted
- Background, experience and general performance expectations of the business plan developers
- Possible conflicts with exclusive contracts currently in place with campus-supported business enterprises.

Each license offered to conduct business must be accompanied by a signed license agreement (contractual arrangement), which stipulates the responsibilities and liabilities of all parties involved. Failure to comply with any provisions of the license agreement will void the license. Compliance failure will be deemed solely by the approved Licensing body.

Each license offered will be for a period of one full calendar year, renewable annually, at the discretion of the approved Licensing body. Each licensee will be offered an exclusive license (no directly competing firms) for the first (calendar) year of operation. Thereafter, business licenses may be awarded to competing firms.

### **License Term**

The initial license holder(s) may not sell, give or in any way assign or transfer the license without prior written approval of the UNCG BPRC. If an assignment or transfer is to be made to a UNCG student, the “purchasing student(s)” must have successfully completed the requirements of this course prior to the assignment or transfer.

To determine the maximum longevity of the initial license offered, the youngest, in grade, will be used. (As example, if two individuals form a partnership or corporation and one is a senior and one a sophomore, the maximum license period for the initial license granted will last until the sophomore graduates or leaves UNCG. The “senior” student in this example must remove him/herself from the business at his/her departure/graduation and request a “buyout” of his/her portion of the business from his/her business partner(s). The remaining partner(s)/member(s) will enjoy first right of refusal to the buyout offer of the

graduating/departing member. If the sale of the graduating student(s) share of the business cannot be completed satisfactorily (to all parties involved) within 60 days of graduation, then all parties must meet with the BPSC; who will act to mediate the process. Solutions will be offered, including the right of the BPRC to terminate the license if a reasonable solution cannot be met, in a timely manner.

Each student entrepreneur and partners will be required to actively participate in the UNCG sanctioned CEO club or any newly formed campus affiliations which serve to mentor and share experiences with fellow entrepreneurs or students interested in establishing business or social enterprises.

**License Fee:**

See License agreement.

