

University of North Carolina at Greensboro  
Bryan School of Business and Economics  
Marketing, Entrepreneurship, Hospitality and Tourism  
Fall 2013

ENT 336-01 Opportunities to Action: Business Plan  
6:00-8:50pm Monday, Bryan Building, Room 132

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**Office Hours:** Monday 5:00-6:00pm and 8:50-9:50pm, Wednesday 2-5pm, and by appointment

**CREDITS:** 3

**PREREQUISITES:** Junior standing, ENT/BUS 300 Ideas to Opportunities: Feasibility Analysis.

**FOR WHOM PLANNED:** This course focuses on the second building block in moving from a feasibility analysis to a viable business plan. Therefore, this course fulfills the second of the two basic learning premises in entrepreneurship.

**COURSE DESCRIPTION:** This course provides the knowledge and skills to develop their feasibility plan into a business plan for a new venture, which culminates in a business plan competition.

**REQUIRED TEXT:** 1. Barringer, B.R. (2009). *Preparing effective business plans: An entrepreneurial approach*. Upper Saddle River, NJ: Pearson Prentice Hall and accompanying resource materials. **ISBN-10: 0132318326**  
**ISBN-13: 978013231832-7**

**REQUIRED SOFTWARE (USED IN ENT 300 AND ENT 336):** The Kauffman Center for Entrepreneurial Leadership (2004). *FastTrac Venture Planning* Workbook, & CD-ROM. Kansas City, MO.: The Ewing Marion Kauffman Foundation. Set includes workbook & CD-Rom, (for one price that is subsidized by the Kauffman Foundation). ISBN: 978-094-430341-2  
Discounted at the campus bookstore (approximately \$42.50).

**REQUIRED ENTREPRENEURIAL PROPENSITY SCALE:** Please take the Entrepreneurial Propensity survey. Here's the link: [https://uncg.qualtrics.com/SE/?SID=SV\\_cO3o3lOra7jvBNX](https://uncg.qualtrics.com/SE/?SID=SV_cO3o3lOra7jvBNX)

Please take the survey (10-15 min.) at the start of the semester before the class starts preferably but no later than the first week of class, and during the last week of class. If

requested, Dr.s Welsh and Tullar can give you your individual scores to see if your propensity to be an entrepreneur has gone up. If you are taking this for more than one class, be sure to check all the classes you are in so you don't have to take it more than once at the beginning and end of the semester. You MUST put your name on the survey to get the points so Dr.s Welsh and Tullar can record you did it. There is no right or wrong answers.

### **STUDENT LEARNING OUTCOMES:**

The primary objective of the course is to provide the understanding of new venture management process and the integration of functional area materials as they apply to business planning. Specifically, the students will:

- Develop a feasibility analysis into a business plan.
- Analyze various business entry strategies and examine the effects on their business concepts.
- Identify markets, analyze potential competition, and build customer profiles
- Develop their oral and written skills by presenting their business plan to a group of community experts for possible license and funding opportunities.

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

#### **BUSINESS PLAN PREPARATION:**

Students will have to prepare a business plan of a new venture as a part of a group project within a team. Students will assume different roles within an entrepreneurial team and write up the appropriate sections of the business plan.

-The business plan should include all the sections that are outlined in a file:  
CompanyXBusinessPlan.doc.

-The recommended length of the business plan is between 15-20 pages for its basic part. Financial projections, graphs and other material should be included as appendices (no limitation on the number of pages). The business plan should be submitted in a Times New Roman Font 12 with double spacing between the lines.

-The final version of the business plan should be submitted to Blackboard Assignments and I expect all in one file. The sections of the Business Plan also need to be submitted to Blackboard Assignments by indicated due dates in order to facilitate feedback and support. These submissions will not be graded, however revisions and progress will be taken into the point consideration in final business plan.

-The business plan will count 37.81% towards your final grade. The grade for the business plan project will consist of your partners' assessment (each member of the group will grade the other member's performance for a total of 50 pts. of the business plan grade), presentation

(each group will be graded on its presentation of the group's business plan for a total of 20 pts.) and business plan (85 pts.). Your plan should include (1) Executive Summary (10 points), (2) Management and Organization Plan (10 points), (3) Product/Service Plan (10 points), (4) Marketing Plan (15 points), (5) Financial Plan (20 points), (6) Operating and Control Systems Plan (10 points), and (7) Growth Plan (10 points). Appendices should include the power point slides of the presentation as well. Please, keep in mind that the profitability, the accuracy of financial projections, originality, and the feasibility of the business plan are the key in developing a successful business plan.

-Several potential organizational formats for business plans are possible. However, to obtain full benefit from the text and class discussions you are to use the format provided in the workbook and CD-Rom. Business plans should cover all of the topic areas noted above. For example, all business plans should include an executive summary. If you have questions on what to include please ask me.

Notes. You bear the responsibility to ensure that assignments submitted have been thoroughly edited and are of professional quality. All written assignments should be typed and double-spaced, using Times Roman 12 point font (bound or stapled copies are acceptable). APA format source referencing is also required. Title pages are required for all written assignments. The title page should include the title of the paper, your name (for the individual assignment) or names of group members (for group assignments), group number, and date.

**Business Plan Assignments (Please, refer to the calendar for due dates):**

1. Form entrepreneurial teams.
2. Discuss several entrepreneurial opportunities that you would want to pursue. Evaluate them on their profitability, originality, and feasibility. Decide on one opportunity that you (as a team) want to pursue and describe it on one page (double spaced 12 pt Times Roman) due in class.
3. Negotiate the roles within the entrepreneurial team and begin the write up of a draft executive summary of business plan.
4. Submit the draft executive summary (double spaced 12 pt. Times Roman) – follow questions on pp. 56-59 of Venture Planning Workbook. The executive summary will be revised for the final version of the business plan.
5. Start writing up the Product/Service Plan. Consider in-house vs. subcontracting the production.
6. Submit the Product/Service Plan (double spaced 12 pt. Times Roman).
7. Collect the information for the marketing section of the business plan.

8. Write up the first two sections of the marketing plan (industry profile and competition) using the instructions on pp. 73-79 of Venture Planning Workbook.

9. Finalize the remaining sections of the marketing plan and submit the complete marketing plan (double spaced 12 pt. Times Roman).

10. Prepare and submit the Management and Organization Plan (double spaced 12 pt. Times Roman). Plan should include resumes of all key members of the entrepreneurial team (all team members + any external members that you may find crucial for the success of your venture).

11. Prepare and submit the Operating and Control Systems Plan as well as the Growth Plan.

12. Prepare the information for the financial plan.

13. Prepare budgets and financial statements. Submit the financial plan in class (double spaced 12 pt. Times Roman).

14. Make corrections to the business plan according to my suggestions.

Check for accuracy of financial projections.

Finalize the format and check for spelling and grammar errors.

15. Turn in 1 printed copy of the entire business plan including appendices and submit electronic versions all in one file both in word and pdf to Blackboard and via e-mail DUE THE DAY OF THE FINAL PRESENTATION by the class time.

**\* Note: All Final Project Assignments should be submitted to Blackboard.**

### **TEAM RELATIONSHIP**

Teamwork is prevalent in entrepreneurship in order to accomplish tasks, solve problems, brainstorm, develop strategy, and develop new products or services. Hence, it is important for you to gain experience in such activities. During the first class meeting, you will be part of a group (of 4-5 people ideally) to carry out the group assignment. Each group will be responsible for preparing business plan and presentation.

#### ***Teaming:***

Since ENT300: Feasibility Planning, is the prerequisite for this course, it's intended that you will continue with your initial venture opportunity and teammates from that course. However, situations may dictate a student wishing to change teams or business venture ideas. In order to accommodate these situations, the following choices will be made available:

1. Students stay in teams created from ENT300 with current or new venture idea.
2. Student(s) decide to leave original team (now a "free agent")

-Student(s) start another team with a new venture idea.

-The “originating entrepreneur” presents his/her requirements for teammate(s) and can select new teammates at will.

3. If a student elects not to join a team or is not selected (hired), he/she must complete the entire course project alone (not recommended).

Note: Teams cannot exceed five members.

Each student is expected to make a significant contribution to group projects. Group members are required to submit the Teamwork Assessment form regarding the contributions of other group members on the project submission day.

Peer evaluations should indicate your rating of each team member by placing a number from 1 to 3 in the corresponding blank on the teamwork assessment form. When evaluating members' contributions, you should consider the time and effort expended, quality and originality of the work, and teamwork. The instructor converts your ratings to a 0-50 point grading scale for each student. Students receiving unsatisfactory peer evaluation(s) from group members on any assignment will be provided an opportunity to present evidence of their contribution.

Every group must have 1 group leader to coordinate meetings and ensure the completion and quality of work. The group leader holds the responsibility to plan group meetings on mutually agreeable times and to keep a record of attendees, assignments, and contributions of each group member at the Blackboard.

## **PRESENTATIONS**

Presentations will be graded on both content and style. You should come prepared and with appropriate visual aids. Presentation notes are acceptable but reading from a script is not.

Only legitimate, verified reasons (e.g., serious illness, injury) for missing a presentation will be accepted. In that case, a written make-up project will be assigned. Any unexcused absence of a team member(s) on any of the presentation days, including the presentation day(s) of other groups on which you are not presenting, will affect the presentation grade of the group.

Business plan presentations should be limited to 30 minutes maximum and 20 minutes minimum (may depend on the number of groups presenting). All of the members of your group are required to speak during the group's presentation of your business plan. You are also required to dress in formal business attire (i.e. job interview attire) on the day your group makes its presentation.

Power point slides should be included in the Appendices of the Business Plan.

### Evaluation and Grading Policy:

A+	96%-100%	410 – 393.7	C+	77% - 79%	327.9 – 315.7
A	93%-95%	393.6 – 381.3	C	73% - 76%	315.6 – 299.3
A-	90% - 92%	381.2 – 369	C-	70% - 72%	299.2 – 287
B+	87% - 89%	368.9 – 356.7	D+	67% - 69%	286.9 – 274.7
B	83 – 86%	356.6 – 340.3	D	63% - 66%	274.6 – 258.3
B-	80% - 82%	340.2 – 328	D-	60% - 62%	258.2 – 246
			F	<60%	<246

Team Assignments	Coverage	Possible Points	Details	Weight
Peer Evaluations		50	Team	12.20%
Written Project: Business Plan		85	Team	20.73%
Business Plan Presentation		20	Team	4.88%
<b>Individual Assignments</b>				
Exam 1 (Mid-term)	Ch. 1,2,3,4,5	90	Individual	21.95%
Exam 2 (Final)	Ch. 6,7,8,9	90	Individual	21.95%
Pop Quiz 1**		5		1.22%
Pop Quiz 2**		5		1.22%
Class Attendance & Participation***	Absence: 0 points, Attendance and participation: 5 points each class day excluding exam days (13 class periods)	65	Individual	15.85%
<b>TOTAL*</b>		<b>410</b>		<b>100%</b>

**\*You can elevate your total points by earning optional extra credit points for participation at some of the NCEC and/or Spartan Trader events to be announced if any (Please, refer to information at Blackboard Course Documents and Assignments sections)!**

**\*\*No make-up quiz for any missed pop-quiz for any reason.**

**\*\*\*No make-up for absences. If absent on an exam day, third party's documentation for illness/accident or other acceptable excuse is required for consideration for a cumulative make-up test after the finals at the end of the semester.**

### **Academic Integrity Policy**

Students are expected to know and abide by the Honor Code in all matters pertaining to this course. Violations of this code will be pursued in accordance with the code. The link to UNCG's academic integrity policy is:

<http://academicintegrity.uncg.edu/complete/>

### **Faculty and Student Guidelines**

Please familiarize yourself with the Bryan School's *Faculty and Student Guidelines*. These guidelines establish principles and expectations for the administration, faculty, staff, and students of the Bryan School of Business and Economics. The link for this document is:

[http://www.uncg.edu/bae/faculty\\_student\\_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf)

### **Attendance Policy**

Participation points are given to each class for attendance. To earn these points, you must be in attendance when role is taken and stay for the entire class period.

### **Late Work Penalty**

Assignments may not be submitted late. Exceptions will be granted only in rare circumstances and be evaluated on a case-by-case basis. If an exception is granted, there will be a 25% point subtraction for each day the assignment is handed in late.

### **Religious Observances**

1. The University allows for a limited number of excused absences each academic year for religious observances required by the faith of the student.
2. Students must notify the instructor of absences two weeks in advance of the date of the religious observance. Also, it is required that the nature of the religious observance is specified and the student's participation be confirmed in writing by an official of the religious organization.
3. When appropriate notice is given above as specified under point two above, the student will be granted at least two excused absences under this policy and will be allowed to make up work and tests missed due to these particular absences. With regard to any test or other assignment that a student would miss due to notice of a required religious observance, the student is required to complete the test or assignment in advance of the originally scheduled date of the test or assignment. Beyond the minimum terms and limits of this policy, the instructor maintains authority to establish and enforce the attendance policy for this course.

4. The requirement for students to make such requests for excused absences applies only to days when the University is holding class.

## Calendar\*

DATE	TOPIC	TEXT	HOMEWORK
August 19	Introduction to course, Review of syllabus, In-Class Networking, and Teaming		Read Ch. 1
August 26	Why Plan? Identification of Entrepreneurial Opportunities, Elevator Speech Exercise, and Entrepreneurial Opportunity Write-up	Ch. 1	Read Ch. 2
September 2	<b>NO CLASS</b> <b>Enjoy Labor Day Holiday!</b>		
September 9	Developing and Screening Business Ideas First Screen Exercise	Ch. 2	Read Ch. 3 & 4 & Roaring 20s Museum Case
September 16	Feasibility Analysis Executive Summary & Description of Business Roaring 20s Museum Case Discussion	Ch. 3 & 4	Read Ch. 5 & Bennett Case Submit the Executive Summary to Blackboard Assignments by class time on Sep. 23
September 23	Industry Analysis Bennett Case Discussion	Ch. 5	Read Ch. 6 & 7 Submit the Product/Service Plan to Blackboard Assignments by class time on Sep. 30
September 30	Research Workshop at the Library (CITI room near the check-out desk on the 1 <sup>st</sup> floor) Exam 1 Review		
October 7	<b>Exam 1-Mid-term</b> (Ch. 1,2,3,4,5)		
October 14	<b>NO CLASS</b>		

	<b>Enjoy Fall Break!</b>		
October 21	Market Analysis Marketing Plan	Ch. 6 & 7	Read Ch. 8 & 9 Submit the Marketing Plan to Blackboard Assignments by class time on October 28
October 28	Management Team & Company Structure Operations Plan and Product (or Service) Development Plan	Ch. 8 & 9	Read Ch. 10 the Management and Organization Plan, Operating and Control Systems Plan, and the Growth Plan to Blackboard Assignments by class time on November 4
November 4	Financial Projections Financials Exercise- Groups' Opportunity to Earn up to 10 Extra Credit Points	Ch. 10	Prepare and submit the Financial Plan to Blackboard Assignments by class time on November 11
November 11	<b>Exam 2 (Final) Review Overview of presentations and business plan</b>		Submit the Business Plan, Completed Action Plan, and Peer Evaluations to Blackboard Assignments by class time on December 2
November 18	<b>Groups meet with Dr. Memili regarding presentations and business plan and work in groups before and after their meetings</b>		
November 25	<b>Presentations</b>		
December 2	<b>Presentations-continued Business Plans, Completed Action Plan, and Peer Evaluations Due by Class Time</b>		
December 9	<b>Exam 2-Final (Ch.6,7,8,9) 7-10pm Location: Same room</b>		

\*The calendar is subject to change as the semester progresses to accommodate instructional and/or student needs.