

**MGT 308—ENTREPRENEURIAL STRATEGY**  
**Summer I, 2015- Online Section 01W**

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**Course Description:** This course introduces students to the challenges of owning, operating, and marketing a successful small business and the need for entrepreneurial focus in large firms. Prerequisites: Junior Standing, MGT 305, MKT 306

**Course Objectives:**

The student will gain an understanding of:

1. The practical challenges of starting/acquiring, operating, financing, and marketing a successful small business including the elements of the business plan. Emphasis is given to understanding, creating and presenting a business plan. This student will be exposed to all elements of a business including company structures, market analysis and plans, management, operations, and financial planning/reporting.
2. Creating and presenting a business plan including the skills required in practical business writing, analysis, and presentation before critical reviewers.
3. The skills required for working as teams to develop a business plan which represents a realistic business situation that could be implemented if a student, student team, or other entrepreneur choose to do so. This includes basic team disciplines for managing and completing projects over extended time periods.

**Course Text:** Longenecker, J., Petty, J., Palich, L., & Hoy, F. (2011). *Small business management: Launching and growing entrepreneurial ventures*. (17<sup>th</sup> Edition). Cengage Learning: Stamford, CT. ISBN-13 9781133947752.

**Communication:** The main means of communication for this course will be via Email—I check my email several times per day. If you email me a question that I consider might benefit the rest of the class, I will email the question with a response to the entire class. I do not use all of the functions available on eCollege. Primarily, I will be posting slides and other learning aides in “Doc Sharing” and

we will be conducting our discussions (see below) through the “discussion” space in eCollege. Also, you will be submitting your homework, business plan, and strategic audit via the “Drop Box” in eCollege.

### **Course Grading:**

Discussions (2): 20%

Homework (2): 30%

Exam: 20%

Business Plan: 30%

**General Guideline for Assignments:** All assignments (homework and business plan) are to be done in teams of 3-5 members and handed in via the dropbox in eCollege. You only need to hand-in one assignment for all the individuals on the team—in other words, each team member does not have to hand-in the assignment as I will give grades to all those whose names appear on the received document. Peer evaluations only need to be emailed to me if you feel that a member is performing sub-par work. In other words, I will follow a ‘management by exception’ policy for the evaluations; all members shall receive the highest score UNLESS peers submit an evaluation with sub-par ratings. The same team members need NOT be on all assignments—you may have different team composition for the different assignments. The following formatting guidelines for all written assignments should be used: typed using 12-point Times New Roman font, double spaced, one-inch margins all around, page numbering on bottom of page, no header or footer, and student name, assignment information, and date in upper left-hand corner.

### **Discussions**

During the course of the semester, you will have two discussions that I will post discussion questions under “discussion” in eCollege. hoping to accomplish two objectives: 1) stimulate you to reflect on how concepts covered in the world around you, and 2) offer you the opportunity to listen to the experiences of your peers concerning these topics. If you have limited experience or have not had personal exposure to a particular concept being covered, you are still expected to contribute to the discussion by asking thought provoking questions to your peers and offering insightful comments based on the discussion at hand. The key to quality discussions is the value-added insights you offer to the discussion. Therefore, your grade will be based on: 1) the extent of your literature review; 2) the extent to which you relate the literature review to your personal experience, and 3) the degree to which you contribute to the discussion through insightful comments with your peers (i.e. simply stating “I think so to” is not considered insightful); make sure to engage with multiple peers. These discussions are designed to simulate face-to-face classes where students are able to learn from each other. Please keep in mind that I will only consider your postings that are entered no later than **2 full days** after the established date for the discussions on the syllabus. For example, if the date for the discussion on the syllabus shows for Friday the 7<sup>th</sup>, you will have until midnight of Sunday the 9<sup>th</sup> to post your comments. The purpose of having a two day window is to keep us all on the same topic during a given timeframe. This will also allow you sufficient time to read the posts by your peers and engage in a meaningful discussion and

sharing of thoughts, ideas and insights. Please keep in mind that while you should NOT post your comments prior to the established date, you are highly encouraged to work on your post (i.e., research and articulation of how the research resonates with your experience) over the course of the week.

### **Homework assignments**

- 1) Opportunity recognition in Commerce: please develop a brief business plan (not to exceed 10 pages, double-spaced; this does not include cover page, references, appendices or graphs/charts) of an opportunity you have identified that can be based out of Commerce, Texas. While the business must be based out of this location, the target market of the business can be local (for residents of Commerce), national or global (e.g., internet based, export etc.). The initial investment of your new venture must not exceed \$20,000. Your business plan must include all the elements expected in a business plan such as opportunity identification, segmentation and target market identification and estimate of size, competition analysis, marketing plan, operations plan, financial plan, expected return to shareholders (if this is a for-profit venture) or to other stakeholders (if this is a social venture), and potential fatal flaws.
- 2) This homework involves selecting one type of business and comparing and contrasting three different forms of establishing the business; as a new venture, purchase of an existing business, purchasing a franchise of the business. For example, if you decide to enter into the hamburger business, I want you to compare and contrast all elements of the business plan for establishing a new hamburger business, purchasing an existing hamburger business (you need to find an existing business of this type for sale online) and the purchase of a hamburger franchise business (Take into consideration the following: 1) the brand of the franchise, 2) the demand for the product/service being sold, 3) the cost of the franchise, 4) the franchise requirements such as initial capital, 5) training offered, 6) track record of the franchise, 7) the commissions you are expected to pay the franchise (typically this is a percent of sales), and 8) the amount of marketing performed by the franchise. Please note that this is not a comprehensive list of considerations; your grade will be determined by the level of detail in your analysis). The objective of this homework is twofold: 1) to make you more aware of the pros and cons of different entry forms into an industry, and 2) for you to get used to analyzing an opportunity, the industry, market research and segmentation, marketing plan, operations plan and financial plan.

I am willing to review one (1) draft of each of your assignments prior to final submission. Typically I take no more than 24 hours to review your work and offer you detailed feedback. Please make sure to allow yourself sufficient time to then address my comments. I strongly suggest you take advantage of the opportunity for me to review your work; typically groups who request my feedback and address my concerns obtain significantly higher grades than those who do not. However, should you request my feedback and NOT address my concerns in the final draft, your grade will be negatively affected; please keep in mind that reviewing your work takes plenty of time and effort.

### **Final Exam**

This exam will be given to you during the first couple weeks of the semester and is to be completed individually. It covers a broad scope of topics and will be comprehensive. The exam typically has five (5) essay-type questions. You will be expected to perform a comprehensive literature review from the most recent (within the last 2-3 years) top entrepreneurship and management peer reviewed journals on a number of topics.

### **Business Plan**

The purpose of this assignment for you to analyze your immediate environment and exercise your creativity and ability to discover and exploit opportunities by using concepts and tools from many business disciplines such as marketing, operations, finance, accounting, law, and management. This assignment requires that you develop detailed knowledge of the practical business world and an understanding of how the different business disciplines come together in a cohesive manner. The plan will be graded based upon creativity, timeliness, specificity, depth and breadth of analyses, and SUPPORT (qualitative and quantitative) for your business idea, as well as your team members rating of your contribution. Please refer to the attached business plan outline for the structure of your business plan.

As with the assignments, I am also willing to review one (1) draft and offer you feedback prior to your final submission. Again, I strongly suggest you submit your work for my review and comments.

**Students with Disabilities:** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Office of Student Disability Resources and Services, Texas A&M-Commerce, Gee Library, Room 132 – Phone (903) 886-5150 or (903) 886-5835 – Fax (903) 468-8148 – StudentDisabilityServices@tamuc.edu

**Code of Student Conduct:** All students will follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. See Student's Handbook, Rules, and Procedures, Code of Student Conduct <http://www.tamuc.edu/studentlife/guidebook67.pdf>. College of Business professors do not tolerate **plagiarism** and other forms of academic **dishonesty**. Instructors “are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is “**Academic dishonesty.**” It includes, but is not limited to, **plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material.**” See

13.99.99.R0.10 Academic Honesty at [http://www.tamuCommerce.edu/administration/Rules%26Procedures/rules\\_procedures.asp?RID=97](http://www.tamuCommerce.edu/administration/Rules%26Procedures/rules_procedures.asp?RID=97). In accordance with the Texas A&M University-Commerce Code of Student Conduct Section 5.b [1, 2, 3], the penalties for students guilty of academic dishonesty include **disciplinary probation, suspension, and expulsion. Also, you will receive an “F” for this course. Please be aware that it is YOUR responsibility to ensure that any document that contains your name follows these guidelines; all group members will receive the same sanction regardless of who specifically incurred in the infraction.**

## **Course Schedule**

### **June**

#### **Introduction and Idea Generation**

Class 1; Monday 8: Read Chapter 1: The Entrepreneurial Life AND Chapter 3: Starting a Small Business

- Please introduce yourselves to the rest of the class using “virtual office” and start forming groups ASAP.

#### **Business Plan and Marketing Plan**

Class 2; Friday 12: Read Chapter 6: The Business Plan: Visualizing the Dream AND Chapter 7: The Marketing Plan

**Participate in Discussion 1:** Interview five (5) individuals from significantly different backgrounds (e.g., students, professors, managers, entrepreneurs) and ask them the following: 1) to define who is an entrepreneur, 2) what are typical characteristics of entrepreneurs, 3) can managers also be entrepreneurs (if so, explain), 4) do you consider yourself an entrepreneur, if so, why? 5) entrepreneurs significantly contribute to the economic and social welfare of a society? If so, in what way, 6) can you please name three (3) pros and three (3) cons of being an entrepreneur, 7) do you think that entrepreneurs feel a greater sense of self-fulfillment than individuals in other professions?

After posting your interview on the discussion board, please read and comment on the posting by your other classmates by comparing and contrasting the responses they obtained with yours.

Class 3; Monday 15: Read Chapter 9: The Location Plan AND Chapter 14: Building Customer Relationships AND Chapter 15: Product Development and Supply Chain Management

Class 4; Friday 19: Read Chapter 16: Pricing and Credit Decisions AND Chapter 17: Promotional Planning

**Due:** Homework 1: Opportunity recognition in Commerce

### **Operations Plan and Human Resource Management**

Class 5; Monday 22: Read Chapter 8: The Organizational Plan: Teams Legal Structures, Alliances, and Directors AND Chapter 19: Professional Management and the Small Business

Class 6; Friday 26: Read Chapter 20: Managing Human Resources AND Chapter 21: Managing Operations

**Participate in Discussion 2:** I would like for you to view three episodes of ‘Shark Tank’ and think about and share your thoughts with your peers about the following: 1) what types of businesses were requesting financing, 2) how did they arrive at their valuation (make sure to calculate the value of the business based on how much the owners are willing to give up of the company in relation to the amount of cash the business is expected to generate), 3) did you notice any recurring questions asked by the sharks, 4) what were the primary reasons for rejecting a business and what were the reasons given to finance a business, 5) offer some other insights (what did you find interesting, shocking, intriguing....) about what you learned from listening to multiple pitches from the participants and comments from the sharks.

### **Financial Planning and Considerations**

Class 7; Monday 23: Read Chapter 10: Understanding a Firm’s Financial Statements AND Chapter 11: Forecasting Financial Requirements

**Due:** Homework 2: Analyze three different business models within one industry

Class 8; Friday 29: Read Chapter 22: Managing the Firm’s Assets AND Chapter 23: Managing Risk in the Small Business

**July**

### **Family Businesses and Global Opportunities**

Class 9; Monday 3: Read Chapter 5: The Family Business AND Chapter 18: Global Opportunities for Small Businesses

Class 10; Tuesday 8 (last day of class): **Due:** Business Plan and final exam due

<b>Business Plan</b>	<b>Far Exceeds Standards</b>	<b>Exceeds Standards</b>	<b>Meets Standards</b>	<b>Fails to Meet Standards</b>
<p><b>Executive Summary (10%)</b> A compelling new venture concept should be sold in just a few summarized pages. Rarely will an investor read past the executive summary unless a clear opportunity is presented.</p>	<p>Is able to articulate the new venture opportunity and present a highly convincing argument for the success of the new venture.</p> <p style="text-align: center;"><b>(10)</b></p>	<p>Is able to articulate the new venture opportunity and present a highly convincing argument for the success of the new venture.</p> <p style="text-align: center;"><b>(8)</b></p>	<p>Is able to articulate the new venture opportunity and present a highly convincing argument for the success of the new venture.</p> <p style="text-align: center;"><b>(7)</b></p>	<p>Is able to articulate the new venture opportunity and present a highly convincing argument for the success of the new venture.</p> <p style="text-align: center;"><b>(6)</b></p>
<p><b>The Team (5%)</b> “It’s better to have an A team and a B idea than a B team and an A idea”. Explain how the team members will contribute to the success of the new venture.</p>	<p>Detail how each member’s competencies individually and collectively enhance the probability of the new venture success.</p> <p style="text-align: center;"><b>(5)</b></p>	<p>Detail how each member’s competencies individually and collectively enhance the probability of the new venture success.</p> <p style="text-align: center;"><b>(4)</b></p>	<p>Roughly explains how general competencies individually and/or collectively enhance the probability of the new venture success.</p> <p style="text-align: center;"><b>(3.5)</b></p>	<p>Is not able to explain how each member’s competencies individually and/ or collectively enhance the probability of the new venture success.</p> <p style="text-align: center;"><b>(3)</b></p>
<p><b>Market analysis (20%)</b> The overall analysis should include an environmental and industry analysis, a detail of the target market, a SWOT analysis, and an analysis of the competitors</p>	<p>Detailed analysis of the industry and future trends, the target market and their profile, a SWOT analysis, and a detailed analysis of the main competitors strategies (the P’s of the most direct 5-7</p>	<p>Detailed analysis of the industry and future trends, the target market and their profile, a SWOT analysis, and a detailed analysis of the main competitors strategies (the P’s of the most direct 5-7</p>	<p>Detailed analysis of the industry and future trends, the target market and their profile, a SWOT analysis, and a detailed analysis of the main competitors strategies (the P’s of the most direct 5-7</p>	<p>Weak/ vague analysis of the industry and future trends, the target market and their profile, a SWOT analysis, and a detailed analysis of the main competitors strategies (the P’s of the most direct 5-7 competitors).</p>

strategies (marketing P's).	competitors). <b>(20)</b>	competitors). <b>(16)</b>	competitors). <b>(14)</b>	<b>(12)</b>
<b>Marketing Plan (20%)</b> The marketing plan should include the mission, vision, objectives (specific), and the P's.	Very detailed and extremely cohesive strategy of product, price, promotion, and place (dist. / location). <b>(20)</b>	Detailed and cohesive strategy of product, price, promotion, and place (dist. / location). <b>(16)</b>	Broad and somewhat integrated strategy of product, price, promotion, and place (dist. / location) strategy <b>(14)</b>	Vague and non-integrated strategy of product, price, promotion, and place (dist. / location). <b>(12)</b>
<b>Manufacturing and operations plan (10%)</b> The successful manufacturing of a product or offering of a service requires a detailed analysis of the product/service being offered, the infrastructure required to manufacture the product or offer the service, the specific equipment needed, and a detail of the production plan or sequence of the service.	Very detailed explanation of the manufacturing process and/ or the offering of the service. Specific details of required infrastructure and equipment, a list of providers/ suppliers and a specific explanation of the production process or sequence of the service. <b>(20)</b>	Detailed explanation of the manufacturing process and/ or the offering of the service. Include details of required infrastructure and equipment, a list of providers/ suppliers and an explanation of the production process or sequence of the service. <b>(16)</b>	Explanation of the manufacturing process and/ or the offering of the service. General infrastructure requirements and equipment, a list of providers/ suppliers and a broad explanation of the production process or sequence of the service. <b>(14)</b>	Vague explanation of the manufacturing process and/ or the offering of the service. <b>(12)</b>
<b>Financial Analysis (20%)</b> In order to financially assess a venture, it is important to accurately calculate the initial investment required, a	Detailed, break-down of initial investments, break-even point, pro-forma income statement, balance sheet, and cash flow (monthly for the first year and yearly for	Break-down of initial investments, break-even point, pro-forma income statement, balance sheet, and cash flow (monthly for the first year and yearly for the	Broad categorization of initial investments, break-even point, pro-forma income statement, balance sheet, and cash flow (for the first 3 years), and ROI.	Very vague expected investments and returns.



break-even point, pro-forma cash flows, and the return on investment.	the first 3 years), and ROI. Also includes justifications for capital structure and expected dividend payout. <b>(20)</b>	first 3 years), and ROI. Also includes justifications for capital structure and expected dividend payout. <b>(16)</b>	<b>(14)</b>	<b>(12)</b>
<b>Critical Risks (5%)</b> Every new venture has risks that may hinder its success or lead to its demise. Therefore, it is important to identify these risks in order to establish mitigation and contingency plans.	Detail the risks (7-10) that may cause problems for the success for the venture and what you can do to mitigate those risks as well as establish contingency plans to be implemented if need be. <b>(5)</b>	Detail the risks (4-7) that may cause problems for the success for the venture and what you can do to mitigate those risks as well as establish contingency plans to be implemented if need be. <b>(4)</b>	Detail the risks (1-3) that may cause problems for the success for the venture and what you can do to mitigate those risks as well as establish contingency plans to be implemented if need be. <b>(3.5)</b>	Fails to consider the risks that may cause problems for the success for the venture. <b>(3)</b>
<b>Peer evaluation (10%)</b> I expect that all members of a team will put forth relatively the same amount of effort towards the homework. In order to secure equity, I want each member to rate the other members on a scale from 1-4 with 4 being the highest score for exceptional work and collaboration.	The peer performed exceptional work, eagerly collaborated on the business plan and delivered what was agreed upon. <b>(10)</b>	The peer performed good work, collaborated on the business plan and delivered what was agreed upon. <b>(8)</b>	The peer performed average work, on occasion collaborated on the business plan and delivered less than what was agreed upon. <b>(7)</b>	The peer performed mediocre work, did not collaborate on the business plan and did not deliver what was agreed upon. <b>(6)</b>

## **Business Plan**

### **Executive Summary**

The team: Who are they, experience, the role of each, and percent ownership?

The product/ service: What are you offering (characteristics) and benefits (differentiation)?

The opportunity: Why do you believe there is an existing demand for the product/ service you are offering?

The offer: How much investment is needed, what percent is being offered, how much debt will the firm have, what is the expected ROI?

### **The Team**

Resume: Each member should have an attached resume.

Organizational structure: Who is reporting to whom?

Assignment responsibility matrix: Who will be in charge of what aspect of the business plan implementation?

### **Market analysis (environmental and internal scanning)**

Environmental analysis: Perform an analysis of the environmental trends. This will aid you in identifying the opportunities and threats used in the SWOT.

Industry analysis: What are the industry tendencies; is the industry growing or contracting? What is the industry size? Include industry attractiveness based on Porter's 5 forces.

Target market: Who is our product/ service targeted towards? Why would they purchase what we have to offer? Why will they give-up their current provider?

Competition analysis: Who are the competitors? What are their strengths and weaknesses? What are their strategies (their 'P's')?

SWOT analysis: Identify the strengths, weaknesses, opportunities and threats. Be as honest as possible. Is your strengths list a lot longer than your weaknesses list?

### **Marketing Plan**

Mission: What is the purpose of your business?

Vision: Where do you see your firm in roughly five years?

Objectives: What specific goals have you established regarding, growth, quality etc.? Are they SMART (specific, measurable, attainable, realistic and time-bound)?

Product: What are your product/ service characteristics?

Price: What price will we establish and why? Will we offer discounts or not? Should we group price or charge tag-on an additional charges (ex. should food or luggage in airlines be included or charged separately)?

Publicity: What strategy will we use? What mediums will we use (TV, radio, newspaper, magazines etc.) as well as the frequency and cost of each?

Location: What location will we choose and why? Did you perform a cost/ benefit analysis?

Distribution: How will we reach the final client? Wholesale, retail, internet...?

### **Manufacturing and operations plan**

The product: Does your product have technical specifications? Does it need a patent? Will there be waste? What are the required materials for manufacturing and who are the potential suppliers? Costs?

Infrastructure/ Facilities: Where will you manufacture and what are the benefits of the location? What technical requirements does the facility need? Size? Cost?

Equipment: What equipment is needed and what are the technical specifications?

Production plan: Is it useful to have a flow diagram of the entire process from once an order is placed through production and finally reaching the client?

### **Financial Analysis**

Investment: What will be invested in and how much will be invested? Don't forget that the initial investment should take into account assets, operational losses and working capital. Keep your eye on details for example permits, deposits (ex. rent), salaries pre-inauguration, transportation etc.

Break-even point: What are the fixed costs, variable costs and sales price? How many units do you need to sell to have a cash flow of \$0. Perform a sensitivity analysis to analyze how the BEP will change under different conditions.

Cash flow: This is the most important financial statement. In order to project a cash flow, you may first need to project the income statements and balance sheets. What will your monthly cash flow be like during the first year and then yearly for the next two years?

Return on Investment: What ROI do you expect? Is it worth the risk?

### **Critical Risks**

What possibly could happen that could significantly impact the potential success of this business? Can you create a mitigation plan for these risks? Can you create a contingency plan for these risks?