

MGT 308—ENTREPRENEURIAL STRATEGY
SUMMER-I, 2021- 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 Text: Small business management: Launching and growing entrepreneurial ventures. Longenecker, J., Petty, J., Palich, L., & Hoy, F. (19th Edition) eBook. Cengage Learning.
ISBN-10:035769693X
ISBN-13:9780357696934

Course Student Learning Outcomes:

1. Identify the challenges of starting/acquiring, financing, and operating a successful small business.
2. Understand various business functions such as company structures, market analysis and plans, management, operations, and financial planning/reporting from the perspective of an entrepreneur and small business owner.
3. Creating and writing a business plan including the skills required in practical business writing, analysis, and presentation before critical reviewers.
4. Work in teams for 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.

College of Business Student Learning Outcomes:

1. Students will demonstrate proficiency in spoken communications by delivering clear and well-structured business presentations.
2. Students will demonstrate proficiency in written communications by creating clear and well-structured business documents.
3. Students will identify and evaluate ethical business issues.
4. Students will identify and evaluate global business challenges.
5. Students will be analytical problem solvers in business environments.

COB Student Learning Outcomes (SLOs)	Course Outcomes - After successfully completing this course, students will be able to:	Measurement Methods (Outcome Assessments)
2, 3, 4, & 5	<ul style="list-style-type: none"> Identify the challenges of starting/acquiring, financing, and operating a successful small business. Understand various business functions such as company structures, market analysis and plans, management, operations, and financial planning/reporting from the perspective of an entrepreneur and small business owner. Create and write a business plan including the skills required in practical business writing, analysis, and presentation before critical reviewers. Work in teams for 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. 	<ul style="list-style-type: none"> Chapter quizzes Exams Business Plan Class Assignments

Course Grading:

Exam 1,2,&3.....300 points (100 points each)

Opportunity Recognition.....50 points

Business Plan:..... 200 points

Final Exam.....200 Points

Total.....750 Points

General Guideline for 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, student name or team name, assignment information, and date in upper left hand corner.*

Exam (Individual)

There will be total four (4) MC/T-F question type exams. The final exam is a comprehensive exam and covers all the material from the semester. First three exams are 25 questions each. Students will have 50 minutes to complete the exam. The final exam is 50 multiple choice/true-false questions in the exam and students will have 100 minutes to complete the exam. Please see the course schedule for exact date and time for these exams.

Opportunity Recognition (Team)

In this assignment, students will identify and submit two business opportunities that they think can be a successful venture. The detail instructions of this assignment are available in D2L. One of these business opportunities will become the business plan for the teams. Details will be provided during the first live session.

Business Plan (Team)

The purpose of this assignment is 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 rubric and business plan working sheet/outline for the structure of your business plan.

Students with Disabilities: The Americans with Disabilities Act (ADA) is a federal antidiscrimination 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@tamu-commerce.edu

CAMPUS CONCEALED CARRY:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&MCommerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to

((<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

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A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

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.tamuccommerce.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. 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

Week	Days	Topics: Text Chapters	Work Due by 11:59PM on mentioned days
1	June 6 - June 12	Chapter 1: The Entrepreneurial Life Chapter 3: Starting a Small Business Chapter 6: The Business Plan First Live Session: June 6, 7:30 pm.	Honesty Policy: June 7
			Team Formation: June 7 Opp. Recognition: June 10 Exam 1: Due June 12
2	June 13 – June 19	Chapter 7: The Marketing Plan Chapter 9: The location Plan Chapter 16: Pricing & Credit Decision Second Live Session: June 13, 7:30 pm.	Exam 2: Due June 19
3	June 20 – June 26	Chapter 17: Promotional Planning Chapter 8: The organizational Plan Chapter 21: Managing Operations	Exam 3: Due June 26
		Third Live Session: June 20, 7:30 pm.	
4	June 27 – July 3	Chapter 10: Understanding Fin. Statements Chapter 11: Forecasting Fin. Requirements Chapter 20: Managing Human Resource Fourth Live Session: June 27, 7:30 pm.	Business Plan: Due July 3
5	June 4 – July 7	Final Exam (Comprehensive)	Due July 7

This is a tentative schedule. I do not intend to change the schedule however, any unforeseen event during the semester may affect the schedule.

Business Plan Rubric

Business Plan	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
Executive Summary (10%) 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.	Is able to articulate the new venture opportunity and present a highly convincing argument for the success of the new venture. (10)	Is able to articulate the new venture opportunity and present a highly convincing argument for the success of the new venture. (8)	Is able to articulate the new venture opportunity and present a highly convincing argument for the success of the new venture. (7)	Is able to articulate the new venture opportunity and present a highly convincing argument for the success of the new venture. (6)
The Team (5%) “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.	Detail how each member’s competencies individually and collectively enhance the probability of the new venture success. (5)	Detail how each member’s competencies individually and collectively enhance the probability of the new venture success. (4)	Roughly explains how general competencies individually and/or collectively enhance the probability of the new venture success. (3.5)	Is not able to explain how each member’s competencies individually and/or collectively enhance the probability of the new venture success. (3)
Market analysis (20%) 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 strategies (marketing P’s).	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 2-3 competitors). (20)	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 2-3 competitors). (16)	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 2-3 competitors). (14)	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 2-3 competitors). (12)

Marketing Plan (20%) 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). (20)	Detailed and cohesive strategy of product, price, promotion, and place (dist. / location). (16)	Broad and somewhat integrated strategy of product, price, promotion, and place (dist. / location) strategy (14)	Vague and nonintegrated strategy of product, price, promotion, and place (dist. / location). (12)
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Manufacturing and operations plan (15%) 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. (20)	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. (16)	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. (14)	Vague explanation of the manufacturing process and/ or the offering of the service. (12)
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Financial Analysis (20%) In order to financially assess a venture, it is important to accurately calculate the initial investment required, a breakeven point, proforma cash flows, and the return on investment.	Detailed, breakdown of initial investments, break-even point, pro-forma income statement, balance sheet, and cash flow (monthly for the first year and yearly for the first 3 years), and ROI. Also includes justifications for capital structure and expected dividend payout. (20)	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 first 3 years), and ROI. Also includes justifications for capital structure and expected dividend payout. (16)	Broad categorization of initial investments, break-even point, pro-forma income statement, balance sheet, and cash flow (for the first 3 years), and ROI. (14)	Very vague expected investments and returns. (12)
Critical Risks (10%) 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. (5)	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. (4)	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. (3.5)	Fails to consider the risks that may cause problems for the success for the venture. (3)

Business Plan Working Sheet

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. That means you have to do a PEST analysis in detail. This will aid you in identifying the opportunities and threats used in the SWOT.

Industry analysis: Here a detailed Porter's Five-Forces analysis is required. Based on that discuss what are the industry tendencies; is the industry growing or contracting? Is the industry attractive? Why?

Target market: Who are the target customers? Why would they purchase your product/service? Why will they give-up their current provider? In this section you have to estimate the number of customers your business will most likely serve in a year. **You have to show the data and analysis for this estimation.**

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? Cost?

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?