



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO
Bryan School of Business and Economics

***ENT 336.01: Opportunities to Action: Business Plan
Spring 2011
T/Th: 2:00-3:15pm Rm. 104***

Lecturer: Mr. Joseph Erba
Email: jrerba@uncg.edu
Office: #379 Bryan
Phone: (336) 256-8592
Office Hours: Tues: 4-5:45pm and by appointment

CREDITS: 3

PREREQUISITES:

Junior standing, ENT/BUS 300 as well as ENT/FIN 335 for Bryan School Majors or ENT/FIN 200 for Non business majors.

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 students with the knowledge and skills to develop their feasibility plan into a business and operating plan for a new venture opportunity.

REQUIRED TEXT & MATERIALS:

From ENT300:

The Kauffman Center for Entrepreneurial Leadership (2004). *Fastrac* Venture Planning Workbook & CD-ROM. (for one price subsidized by the E.M. Kauffman Foundation)

Barringer, B.R. & Ireland, R.D. (2008) Entrepreneurship: Successfully Launching New Ventures (3rd edition) Prentice Hall publishing; isbn # 978-0-13-608353-5

New to ENT336:

Barringer, Bruce (2008) Preparing effective Business Plans; An Entrepreneurial Approach; Pearson Prentice Hall publishing; isbn# 0-13-231832-6

Optional Materials: Articles from periodicals including: Inc., Fortune, Business Week, & Entrepreneur magazines, Harvard Business Review and others to be determined.

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:

- ***Learn*** to develop a feasibility analysis into a business plan.
- Consider various business entry strategies and examine the effects on their business concepts.
- ***Learn*** to identify markets, analyze potential competition, and build customer profiles.
- ***Evaluate*** the advantages, limitations and disadvantages of particular legal structures, labor contract practices, and look at legal challenges specific to their planned venture.
- ***Examine*** their financial information needs, identify key information elements, and examine the nature of costs.
- ***Examine & Determine*** the processes and procedures necessary to operate and grow an enterprise.
- ***Develop*** your oral and written skills by presenting your business plan in a formal presentation format. Possible licensing and funding opportunities may exist.

EXPECTATIONS:

My goal is that you learn what it takes to research and develop a viable business plan for an opportunity of your choosing. From the development of the business plan, you will learn the implementation process of starting a new venture and how to operate your new business enterprise. You will approach this course and projects as if you plan to start the business you are creating the plan for.

Welcome to my class and I look forward to teaching and working with you this semester.

As your **instructor** I commit to you that I will:

1. Come prepared to every class with a well thought-out presentation or discussion.
2. Design my classes so you can accomplish the objectives listed in this syllabus.
3. Create a mutually respectful classroom environment.
4. Be available to offer support and guidance outside of normal classroom hours.

As **students** I expect you to:

1. Come prepared to every class by reviewing previous notes and having completed the assignments given, in total.
2. Complete all work on time with proper thought.
3. Treat all of us involved in this class with respect and the way you would wish to be treated.
4. Ask questions when you don't understand. Asking questions is a sign of maturity, not ignorance.

Evaluation and Grading Policy:

1. Class participation/involvement	10%
2. Homework assignments - Workbook submissions: 4 @ 5% each - Exercise submissions: # to be determined	20% 5%
3. Mid-term exam	12.5%
4. Final exam	12.5%
5. Business Plan: a. document: b. presentation:	32.5% 7.5%

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

Alternate numerical grading scale:

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

I. Class Participation/Involvement:

The weight of class participation is significant for the simple reason that “*what*” you say and “*how*” you verbalize your thoughts and knowledge is just as important as the content of your speech. The more you practice it, the better you become. You must get engaged in the class and the discussions. Class participation is a combination of attendance, in-class comments and Q&A sessions to be conducted by the instructor. It is of **paramount importance** that each student prepares for the class by studying the assignments posted prior to the given class. Scheduled and unscheduled Q&A sessions by the instructor will be given to support your class participation grade. Unannounced quizzes will be used as deemed appropriate. Those grades will be included in this sect

Regular attendance is essential to your understanding and mastery of this course. Therefore you are expected to be present and participate in every class. Attendance will be taken each class period. To receive any credit for participation, you must attend the entire class. Occasionally circumstances occur that prohibit attending a class. Even though absenteeism is discouraged, it is reasonable to assume an absence will occur during the

term. With three absences, the student's participation grade will be reduced **significantly**. **With 4 absences, no participation credit will be given.** There is no make-up or extra credit processes to rectify absences.

2.Homework Assignments:

a .Submission of business plan sections: During the semester you will be required to submit sections of the plan on a scheduled due date. These submissions will be graded for effort and completeness (in some cases "correctness" is subjective). These submissions are **team-graded only**. Submissions serve as your opportunity to receive feedback and support. The submissions are due on the date required and will **not** be accepted after that date. All submissions should be typed and formatted in a professional manner.

b. Submission of assigned exercises: During the semester you will be required to submit exercises from your text. All will be graded for completeness. The submissions are due on the date required and will **not** be accepted after that date. Pay attention to the submission requirement (either by team or individually as noted).

3.Exams:

There will be two traditional exams given during the semester, a mid-term and final exam, covering various portions of the text materials.

4.Business Plan

The major emphasis of this course is the development of a detailed, well-prepared business plan for a new venture. Students will be required to work in teams (sizes to be determined at the start of class).

The Business Plan sections are defined in the text and workbook purchased. A final Business Plan outline will be provided as well, for your use. The *Business Plan Outline* provided on Blackboard is the form required and will be used for final grading of your document.

The recommended length of the final business plan is between 15-20 pages excluding financial projections, graphs and other materials so deemed by the student team, which should be included as appendices.

The final version of the business plan should be submitted in one (1) printed copy and an electronic file downloaded onto a CD.

The business plan document accounts for **40%** of your final grade. The grading of the business plan will consist of 2 sections: Submissions of the formal document and the presentation thereof.

Business plan breakdown:

2. The final business plan document (32.5% of total course grade): As stated above, a professionally written document is expected. Grading will be focused on the originality of the idea, feasibility of success based on the plan developed, depth of research evidenced, and the accuracy of the budgeting and financial projections. Grammatical errors and poor composition will affect your grade.

3. The business plan presentation (7.5% of the total course grade) Each student will be required to present their plan at a date to be selected. A presentation rubric will be provided. The presentation is **team-graded**.

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" posts 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 four members

Performance Monitoring:

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 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 business plan. 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. Similarly, consistently superior ratings will be rewarded accordingly.

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 agreed upon and/or 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 and all teammates.
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 separate 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 "F" for the plan document & presentation. No make-up work is available to counteract this failing.

*Team assessments must be submitted at the time of the business plan submission or no grade will be given.

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

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

Make-up Exam Policy:

Make-up tests **may** be allowed for students due to reasonable cause and proper documentation, at the sole discretion of the instructor. Without reasonable cause and/or documentation, make-up exams will not be offered. Students unable to take a scheduled exam on the class date posted will be required to take the exam **prior to** the scheduled class date.

Make-up policy for other assignments:

Homework is due on the due date. No late homework will be accepted.

This class will abide by the University's policy during inclement weather as it is posted on the website or by calling 334-5000.

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).

PEER EVALUATION FORM

YOUR NAME: _____ **Business 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 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 turned in to me. I will not share this evaluation with ANYONE. Write your name on the form, fold it and turn it in at class.