

**GROWING SMALL AND FAMILY OWNED VENTURES  
SCHOOL OF ENTREPRENEURSHIP  
OKLAHOMA STATE UNIVERSITY  
EEE 3513 FALL 2010**

**INSTRUCTOR:** Mr. Jon Wiese  
**CLASS MEETS:** Tuesday and Thursday 9:00-10:15 AM  
**ROOM:** CLB 118  
**OFFICE HOURS:** M, T & W 1:00-2:00 or by appointment  
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## **1. COURSE OVERVIEW**

Firms go through stages as they mature and tend to lose the informal management system and style that was successful in the earlier stages. Many entrepreneurs and managers are unprepared for the demands of growth. People, infrastructure, systems, operations and finances are all strained. The objective of this course is to familiarize students with some of the unique issues faced by owners of growth-oriented, entrepreneurial firms and family businesses.

## **2. COURSE OBJECTIVES**

The course is built around a number of core objectives. By the end of the semester, you should be able to:

- Understand why it is so hard for a firm to grow
- Recognize the different stages businesses and families go through
- Identify business models and why they matter
- Assess your competitive advantage
- Develop different marketing strategies for existing customers vs. new customers
- Develop a management system for you and your business
- Know how to structure the sales force during the different business stages
- Know how to attract, manage, develop and retain top performers; and understand the problems with motivating and retaining non-family employees
- Calculate how fast your company can afford to grow
- Know the difference between profits and cash
- Understand the messages leaders must learn to master
- Know the differences between family and non-family firms as it relates to integrating family members into the business, governance, management decisions, control, structure and business succession strategies

### 3. REQUIRED TEXT AND MATERIALS

Double Digit Growth, Michael Tracy (2003), Entrepreneurial Family Firms, Frank Hoy (2009) and a Course Reading Packet.

### 4. COURSE APPROACH

The course will involve a lecture format with extensive interaction between students and the instructor. We will also use interactive case discussion, role-play and occasional guest speakers. As an entrepreneur I will tend to focus on how to apply the concepts in a real-world setting. As aspiring entrepreneurs, you will need to have a strong desire and passion to launch and sustain your venture. You need to be able to convince others as to why your idea will be successful and why they should support you. You also need to be able to absorb negative feedback and understand when negative feedback actually represents an opportunity to learn. All students are expected to attend class and be active participants in class discussion.

The course is structured into five modules: strategy, marketing, people/talent, finance and execution. A more detailed outline is attached.

I will post lecture or case notes in D2L after each class.

### 5. ADOPT-A-COMPANY

All of the course material will be more meaningful to you if you can apply it to a real company. Through your own entrepreneurial resources, and that of the School of Entrepreneurship, each student is expected to “adopt” a small business. Each student will follow that business throughout the semester, interview the owners, visit their work site, and generally obtain as much information as possible about the company. Students who are fortunate enough to be associated with their own family businesses will have an opportunity to share family insights when we cover that module of the course. At the end of the semester, each student will submit a 3 page paper that applies one or more of the concepts presented and discussed in class.

### 6. STUDENT EVALUATION

Students will be evaluated based on the following components:

- |   |                  |
|---|------------------|
| • Three exams                                   | 300 points (75%) |
| • Participation, attendance, quizzes & homework | 80 points (20%)  |
| • Adopt-a-company report                        | 20 points (5%)   |

Final consideration of your grade will be given to how many points you earn vs. the total for the course.

A	90-100%
B	80-89%
C	70-79%
D	60-69%
F	Below 60

## EXAMS

There will be three in-class exams. They will cover the material presented in the text, readings, class discussion and cases. The exams will not be comprehensive. Prior to each exam, I will give you an idea as to the types of questions that may be asked. The exams will be designed and graded to evaluate your understanding and ability to apply course concepts. The exams must be taken at the scheduled time unless acceptable arrangements are made **in advance** with the instructor. A missed exam will result in a grade of zero for that exam.

## PARTICIPATION AND ATTENDANCE: YOU MUST BE PRESENT TO WIN!!

In accordance with University Policy, regular attendance in class is expected of all students. You are expected to come to class prepared, and play an active role in the discussions that take place during class periods. You are expected to have read all assigned material and completed any out of class exercises BEFORE coming to class. Participation means asking questions, answering questions, sharing your perspective and challenging the instructor and your classmates. I will do my best to maintain an open and friendly environment for class discussion. Everyone will benefit more if the entire class is engaged – just as a business benefits more from a diversity of ideas.

Two-thirds of your participation points will be awarded based on your in-class contributions, the completeness of your homework and your attendance. One-third will be based on pop quizzes. You must be present and hand in your homework assignment for it to count toward your participation grade.

Your contribution is an important part of the learning experience. Absence means you are taking away from the class dynamic and evolving culture of the class. You are allowed **three unexcused absences**. Missing more than this total will mean the **forfeiture of your class participation grade**.

## ADOPT-A-COMPANY PAPER

At the end of the semester, each student will submit a 3 page double-spaced paper that applies one or more of the concepts presented and discussed in class. You can focus in depth on a single concept or apply several concepts more broadly.

## **7. CASE PREPARATION**

We will use several cases throughout the semester to build analytical and decision-making skills and to illustrate key learning points. The data provided in the case will invariably be incomplete. I suggest you read each case three times. The first time, read the case like a novel from beginning to the end. Read the first sentence of every paragraph during the second reading of the case. On the final reading, take notes and highlight the relevant facts and data that are presented in the case. If essential pieces of information are missing, make reasonable and explicit assumptions but do not do independent research about the company or case prior to class discussion.

## **8. ACADEMIC INTEGRITY POLICY**

The faculty of the Spears School of Business has adopted an Academic Integrity Policy emphasizing that honesty, integrity, and respect for others are fundamental expectations of students and faculty at our School. All students must comply with the Academic Integrity Policy. All assignments are expected to be original works. Any act of academic dishonesty will result in a minimum penalty of a zero grade for that assignment, and reporting pursuant to the Academic Integrity Policy.

The official OSU syllabus attachment is included herein by reference (see <http://osu.okstate.edu/acadaffr/aa/syllabusattachment-Fall.htm>)

## **9. COMPLIANCE WITH SECTION 504 OF THE REHABILITATION ACT**

Any student requiring special consideration because of any type of disability should make an appointment with the course instructor.

## **10. MASTER SCHEDULE**

I have attached a master schedule. We may at times move at a faster or slower pace depending on student mastery of the material.

## **11. D2L PROFILE**

It would help me get to know each of you better if you would upload a picture and a brief profile in D2L to include your major, hometown, classification, interests outside of school, etc.