



Summer 2 2024 MGMT 3320 Small Business Management Syllabus

Who is responsible for the design & delivery of this course?

Instructor

Bill Conwell

CRN

30458

Office:

CoBA Room 258

Class Location:

CoBA Room 326

Office Hours:

MTWRF 1:00 pm to 2:00 pm and by appointment

Class Days:

MTWRF

Class Hours:

9:20 am to 11:30 am

E-Mail:

wjconwell@utep.edu

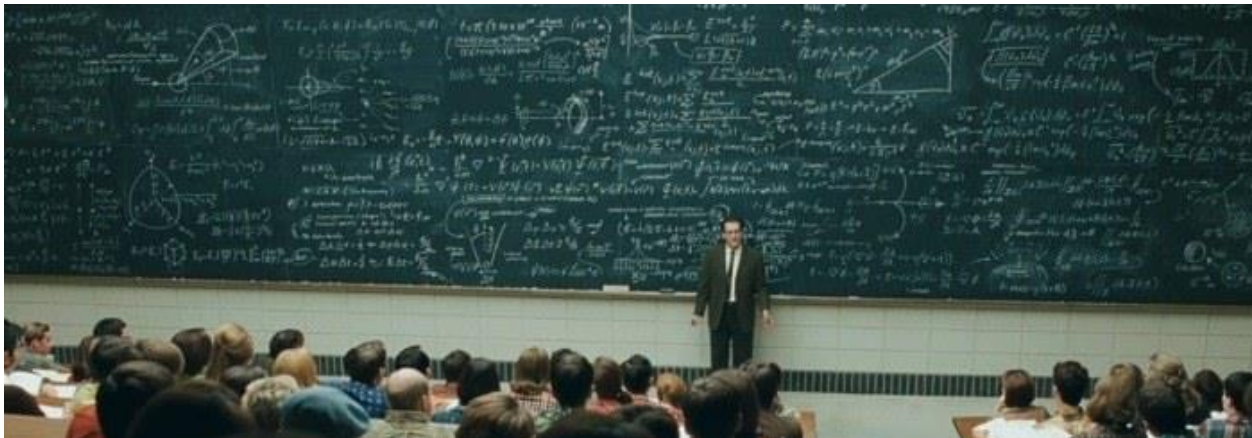
Phone:

915 747-7190

Semester:

Summer 2 2024

What course is this again?



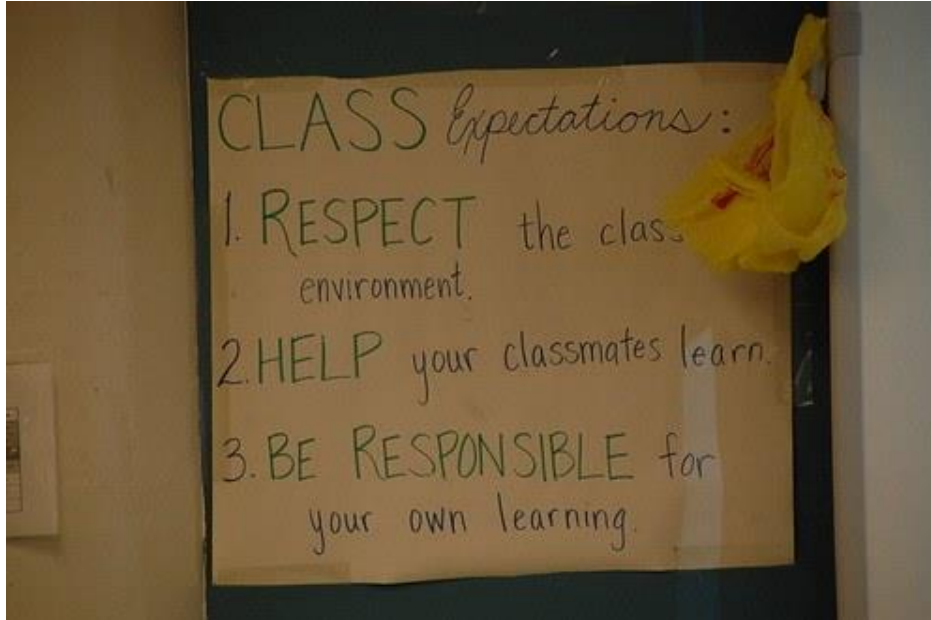
Catalog:

MGMT 3320: Small Business Management

Course Description:

Here is what the catalog says: Focuses on the analysis, operation, and management of small business. Provides practical experience working with small business and entrepreneurial opportunities in the community. Investigates marketing, production, and administrative functions to develop overall managerial awareness and analytical skills in small business problem-solving.

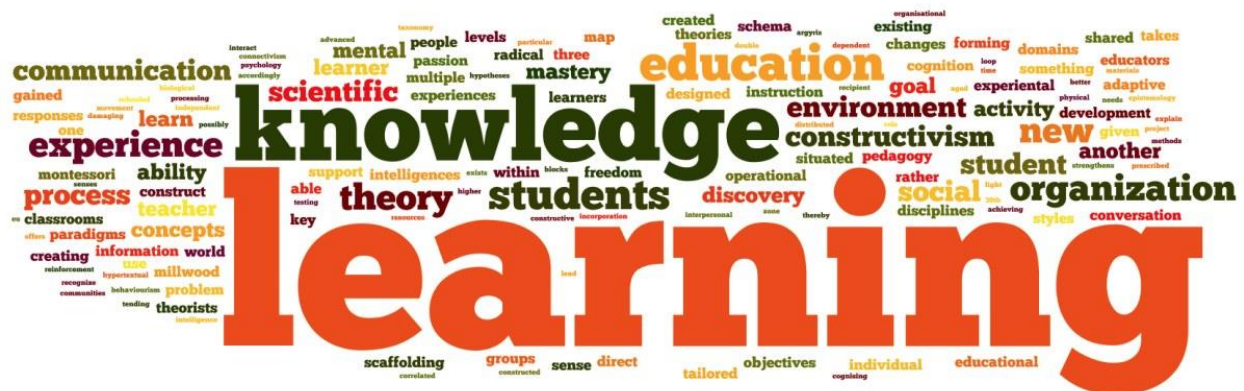
Course Values



I have four values that I hope will make clear the culture and expectations of this class and this course.

- Enlightenment
- Engagement
- Enjoyment
- Excellence

What am I going to learn?



Learning Outcomes:

Here is what we are going to take away from participating in this class:

- The importance of excellence.

- The value of Planning, Process, and a Disciplined Approach.
- "Cash is King".
- You can't manage what you don't measure.
- The Value Proposition and its tie to the Business Model.
- V - C
- Customer

What textbook will be required?

Small Business Management

Author: Justin G. Longenecker, J. William Petty, Leslie E. Palich, & Frank Hoy

Edition: 18th

ISBN: 978-1-305-40574-5

Publisher: Cengage

NOTE: No additional learning materials are required from the publisher. Text only. Hardcopy or electronic, your choice. It will be acceptable if you have a later edition of the same text.

How will the course be delivered?



- This course will be accomplished in a face-to-face classroom format.
- This course is designed using a modular format—that is, each day/class session is “packaged” in Blackboard as a single module so that all the materials, lecture notes, submission areas, discussion posts, quizzes/exams are in one area for a given session.
- Blackboard Ultra Course View format will be utilized to share class assignments and submissions. Recommended browsers are Google Chrome or Firefox. Any technology related issues or problems should be handled through Student Technology Services at: https://www.utep.edu/technologysupport/ServiceCatalog/Student_Services.html

How will we communicate?



- For outside the classroom communication, Blackboard Email (Messages link, upper LH corner of home page) is preferred for communication related to this course. Alternate is my UTEP e-mail. I will make every attempt to respond to your e-mail within 24 hours of receipt. When e-mailing me, be sure to email from Blackboard or your UTEP student account. And please put the course number in the subject line. In the body of your e-mail, clearly state your question. At the end of your message, be sure to put your first and last name, and your university identification number.
- Discussion Board: If you have a question that you believe other students may also have, please post it in the Help Board of the discussion boards inside of Blackboard (Discussions link, upper LH corner of home page). Please respond to other students' questions if you have a helpful response.
- Announcements: Check the Blackboard announcements (LH side of home page) frequently for any updates, deadlines, or other important messages.

TECHNOLOGY REQUIREMENTS



Some course content will be delivered via the Internet through the Blackboard learning management system (LMS). Ensure your UTEP e-mail account is working and that you have access to the Web and a stable web browser. Mozilla Firefox and Google Chrome are the most supported browsers for Blackboard; other browsers may cause complications with the LMS. When having technical difficulties, update your browser, clear your cache, or try switching to another browser.

You will need to have or have access to a computer/laptop. You will need to download or update the following software: Microsoft Office, Zoom, Adobe, Flashplayer, Windows Media Player, QuickTime, and Java. Check that your computer hardware and software are up-to-date and able to access all parts of the course.

If you encounter technical difficulties beyond your scope of troubleshooting, please contact the [Help Desk](#) as they are trained specifically in assisting with technological needs of students.

How am I going to learn?



Students are responsible for the text material. Supplemental material to enhance, make relevant, or clarify text material will be provided by the instructor.

Small individual/team exercises may be utilized to help with subject matter understanding as well as application of creative thinking in addressing case-related issues.

Assessments will be used to monitor student progress as well.

How am I going to be graded?



- **1. Assessments:** Assessments on chapter and course session material during class sessions will be utilized to measure and reinforce understanding of key chapter content and learning goals. Assessment submissions are due during the class session they are given. No points will be given for any late submissions.
- **Course Project:** Student teams will be assigned key activities related to starting a small business which they will share with the class at the end of the course.
- **2. Final Exam:** There will be no final exam.

Summary of criterion-based (no curve) grading scheme: Total Points: 1,000

Assessments (18 total) @ 50 points each Points	900
Course Project Points	100
Total Weight Points	1,000

Grading scale based on percentages of criterion-based (no curve) grading scheme:

- A 90-100%
- B 80-89%
- C 70-79%
- D 60-69%
- F 0-59%

Other Important Announcements



Disability accommodation. The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. Students requesting an accommodation based on a disability must register with the [UTEP Center for Accommodations and Support Services](#).

UTEP Policy on Academic Integrity:

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports. Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another as one's own. Collusion involves collaborating with another person to commit any academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. All suspected violations of academic integrity at The University of Texas at El Paso must be reported to the [Office of Student Conduct and Conflict Resolution \(OSCCR\)](#) for possible disciplinary action. To learn more, please visit [HOOP: Student Conduct and Discipline](#).

Copyright Compliance:

All materials used in this course are protected by copyright law. The course materials are only for the use of students currently enrolled in this course and only for the purpose of this course. They may not be further disseminated.

Professional Demeanor:

- This course may require online communication between students as well as between the students and faculty. The expectation is that all parties will interact in a professional manner. If you have questions regarding online interaction in a professional manner, please reference the guidelines at <https://www.utep.edu/extendeduniversity/utepconnect/blog/october-2017/10-rules-of-netiquette-for-students.html>. The expectation is that you will comply with these guidelines throughout the course – and, hopefully, beyond.

MGMT 3320 Summer II 2024 Course Schedule



Course Outline & Activity Plan: (Subject to Change)

Session	Chapters Covered	Focus/Assignments/Activities
1 7/10/2024 W	Course Introduction & Overview	<ul style="list-style-type: none"> • Learning Objective: Introduction to the course and how it will be conducted. Grasp some introductory and overall aspects of small business management. • Class Introduction • Syllabus Review • Class discussion and engagement items: • Why are we here? • What if I'm just here for 3 credits and a quick class? • Quiz (1 of 18) on Syllabus and Class Introduction (50 points)
2 7/11/2024 R	Chapter 1 The Entrepreneurial Life (Optional Read) Chapter 2 Integrity, Ethics, and Social Entrepreneurship (Read)	<ul style="list-style-type: none"> • Learning Objective: Understanding the impact of integrity and ethical behavior on a small business, its stakeholders, and society, in general. • Read Chapter 2 of "Small Business Management" (in class) • Reading Chapter 1 is optional. • Class discussion and engagement items: • Entrepreneurial behavior • Differences (?) between entrepreneurs and small business owners. • Are integrity & ethics relevant anymore? Why, why not? • What about social responsibility? • Hard line – will it increase my bottom line or not? • Right line – how can it add to my bottom line? • Small teams exercise: Ethics Case Studies • Quiz (2 of 18) on Chapter 2 of Small Business Management (50 points)
3 7/12/2024 F	<u>Chapter 3</u> Starting a Small Business (Read) <u>Chapter 5</u> The Family Business (Read)	<ul style="list-style-type: none"> • Learning Objective: Applying creativity, innovation, strategic thinking, and analysis to identify small business ideas and opportunities. • Learning Objective: Identification and appreciation of the pros & cons, dynamics, best practices, and governance involved in deciding whether to do a small business as a family-based enterprise. • Read Chapters 3 & 5 of "Small Business Management" (before/in class) • Class discussion and engagement items: • Key considerations to starting a small business. • The small firm life cycle • Key considerations for a family business. • What do you think was the original family business? • Quiz (3 of 18) on Chapters 3 & 5 of Small Business Management (50 points)

Session	Chapters Covered	Focus/Assignments/Activities
<p>4 7/15/2024 M</p>	<p><u>Chapter 4</u> Franchises and Buyouts (Read)</p>	<ul style="list-style-type: none"> • Learning Objective: Understanding and evaluating the concepts and criteria involved in franchising and considering choosing between acquiring a franchise or existing business as a small business enterprise. • Read Chapter 4 of “Small Business Management” (in class) • Class discussion and engagement items: • What you get versus what you give up. • Compare and contrast owning your own business versus becoming a franchisee. • Considerations of franchising as a means to grow your business. • Start with the end in mind. • Start a business versus acquire a business. • Quiz (4 of 18) on Chapter 4 of Small Business Management (50 points)
<p>5 7/16/2024 T</p>	<p><u>Chapter 6</u> The Business Plan: Visualizing the Dream (Read)</p>	<ul style="list-style-type: none"> • Learning Objective: Appreciation of the value of planning a business, understanding of necessary business planning tools, processes, and content, preparation of a professionally constructed plan, and utilizing it to support a small business. • Read Chapter 6 of “Small Business Management” (in class) • Class discussion and engagement items: • “Plans are worthless, but planning is everything.”? • The power is in the process. • The value, and timing, of developing and having a business plan. • Relating this to B³. • Quiz (5 of 18) on Chapter 6 of Small Business Management (50 points)
<p>6 7/17/2024 W</p>	<p><u>Chapter 15</u> Product Development & Supply Chain Management (Read)</p>	<ul style="list-style-type: none"> • Learning Objective: Challenges involved in building & growing a product, the product stages, and the need, methods, and strategies to maintain the relevance of a small business’s product(s). • Read Chapter 15 of “Small Business Management” (in class) • Class discussion and engagement items: • Product development and competitive advantage. • “What toilet paper can teach us about supply chains.” • Relating this to B³. • Quiz (6 of 18) on Chapter 15 of Small Business Management (50 points)

Session	Chapters Covered	Focus/Assignments/Activities
<p>7 7/18/2024 R</p>	<p><u>Chapter 16</u> Pricing and Credit Decisions (Read)</p>	<ul style="list-style-type: none"> • Learning Objective: Factors and analysis pertinent to establishing product price(s), pricing strategies to consider, and credit and credit management considerations. • Read Chapter 16 of “Small Business Management” (in class) • Class discussion and engagement items: • Why do you want/need a pricing strategy? • Focus on the cost of goods sold to establish price. • How do you determine value creation? • How does your customer determine value? • Relating this to B³. • Quiz (7 of 18) on Chapter 9 of Small Business Management (50 points)
<p>8 7/19/2024 F</p>	<p><u>Chapter 7</u> The Marketing Plan (Read)</p>	<ul style="list-style-type: none"> • Learning Objective: The importance of marketing and a marketing plan, the need and value of market research and identification, and the importance of forecasting to a small business. • Read Chapter 7 of “Small Business Management” (in class) • Class discussion and engagement items: • Three components to consider in a marketing plan. • “How to create a marketing plan – Step-by-step guide.” • Marketing efficiency • Information and data • Relating this to B³. • Quiz (8 of 18) on Chapter 7 of Small Business Management (50 points)

Session	Chapters Covered	Focus/Assignments/Activities
<p>9 7/22/2024 M</p>	<p><u>Chapter 7</u> The Marketing Plan (Read)</p>	<ul style="list-style-type: none"> • Learning Objective: The importance of marketing and a marketing plan, the need and value of market research and identification, and the importance of forecasting to a small business. • Review Chapter 7 of “Small Business Management” (in class) • Class discussion and engagement items: • A review of marketing plan material covered in Session 8. • Explain why forecasting is used more widely by large firms than by small ones. • Is sales forecasting important to a small business? Why, or why not? • Sales forecasting tools and methods. • What-if and Excel • SWAG versus informed decision-making. • What other business planning components depend on the sales forecast, and why? • Relating this to B³. • Quiz (9 of 18) on Chapter 7 of Small Business Management (50 points)
<p>10 7/23/2024 T</p>	<p><u>Chapter 9</u> The Location Plan (Read)</p>	<ul style="list-style-type: none"> • Learning Objective: Understanding the value of (physical or virtual) place for a small business and how best to define and identify it. • Read Chapter 9 of “Small Business Management” (in class) • Class discussion and engagement items: • Criteria and considerations regarding site location. • Lease versus buy. • General purpose versus special purpose facility considerations. • Home business pros and cons. • Online business. • Is it right for you? • Is it right for your business? • Considerations for both of the above> • Objective decision-making with subjective criteria • Making the list. • Making a decision. • Relating this to B³. • Quiz (10 of 18) on Chapter 9 of Small Business Management (50 points)

Session	Chapters Covered	Focus/Assignments/Activities
<p>11 7/24/2024 W</p>	<p><u>Chapter 10</u> Understanding a Firm's Financial Statements Read</p> <p><u>Chapter 11</u> Forecasting Financial Requirements Read</p>	<ul style="list-style-type: none"> • Learning Objective: Cash is king. Understanding the value of accounting tools and methods to avoid financial failure in a small business enterprise. • Learning Objective: Keeping the king happy. Understanding the value and necessity of utilizing financial tools and modeling to forecast, plan, and act, rather than react, to keep a small business solvent. • Read Chapters 10 and 11 of "Small Business Management" (before/in class) • Class discussion and engagement items: • The importance of cash flow management – no matter the business size. • "Working capital" should be just that. • Budgets, forecast, x months actual to budget – can't manage what you don't measure. • How does a firm evaluate its financial performance? • What questions should a firm be routinely asking itself? • What should be the financial objectives of a firm? • What about the process of financial management? • Budget should be a "living document" that is current plus forecast for the remainder of the budget period. • Relating this to B³. • Quiz (11 of 18) on Chapters 10 & 11 of Small Business Management (50 points)
<p>12 7/25/2024 R</p>	<p><u>Chapter 12</u> A Firm's Sources of Financing (Read)</p>	<ul style="list-style-type: none"> • Learning Objective: An understanding of the types, sources, and considerations of financing alternatives and options available to a small business enterprise. • Read Chapter 12 of "Small Business Management" (in class) • Class discussion and engagement items: • Would you lend your small business money? Why, or why not? • Debt versus equity and the related trade-offs. • Sources (and resources) for financing and reasons for choosing one. • Factors influencing financing choice. • Relating this to B³. • Quiz (12 of 18) on Chapter 12 of Small Business Management (50 points)

Session	Chapters Covered	Focus/Assignments/Activities
<p>13 7/26/2024 F</p>	<p><u>Chapter 16</u> Pricing and Credit Decisions (Review)</p> <p><u>Chapter 14</u> Building Customer Relationships Read</p>	<ul style="list-style-type: none"> • Learning Objective: Factors and analysis pertinent to establishing product price(s), pricing strategies to consider, and credit and credit management considerations. • Review the Chapter Summary for Chapter 16 and read Chapter 14 of “Small Business Management” (before/in class) • Class discussion and engagement items: • Focus on the price of goods sold. • How do you determine value? • How does your customer determine value? • Customer Relationship Management • Organizational Culture and the Customer • Relating this to B³. • Quiz (13 of 18) on Chapters 14 & 16 of Small Business Management (50 points)
<p>14 7/29/2024 M</p>	<p><u>Chapter 17</u> Promotional Planning (Read)</p> <p>Summer II Drop/Withdrawal Deadline</p>	<ul style="list-style-type: none"> • Learning Objective: Awareness of the ways, means, and value of promoting a small business and how best to plan for and manage it. • Read Chapter 17 of “Small Business Management” (in class) • Class discussion and engagement items: • Promotion – how, how much, when, how long, and why. • Social media – friend or foe. • B³ teams work on their assigned responsibilities (in class) • Quiz (14 of 18) on Chapter 17 of Small Business Management (50 points)
<p>15 7/30/2024 T</p>	<p><u>Chapter 8</u> The Organizational Plan: Teams, Legal Structures, Alliances and Directors Read</p> <p><u>Chapter 19</u> Professional Management and the Small Business Read</p>	<ul style="list-style-type: none"> • Learning Objective: Awareness of the various types of legal organization forms and the considerations required to determine which might be the best fit for a small business enterprise and why. • Learning Objective: Appreciation of the role and interaction of leadership and culture in the successful management of a small business enterprise. • Read Chapters 8 and 19 of “Small Business Management” (before/in class) • Class discussion and engagement items: • Organizational structure considerations. • How will your role change as the business grows? • Factors to consider when deciding what legal structure is best for you and your small business. • “Professional” management does not necessarily mean effective management. • What if you are not an “effective’ manager? • B³ teams work on their assigned responsibilities (in class) • Quiz (15 of 18) on Chapters 8 & 19 of Small Business Management (50 points)

Session	Chapters Covered	Focus/Assignments/Activities
<p>16 7/31/2024 W</p>	<p><u>Chapter 20</u> Managing Human Resources Read</p> <p><u>Chapter 21</u> Managing Small Business Operations Read</p>	<ul style="list-style-type: none"> • Learning Objective: Realization that, after customers, the people who work in and represent a small business enterprise are the most critical to its success and, as such, the process and methodology to acquire, prepare, and retain them is paramount. • Learning Objective: Awareness of the functional areas, their roles and responsibilities in operating a small business enterprise, and their contribution to the business's profitability and ultimate success. • Read Chapters 20 & 21 of "Small Business Management" (before/in class) • Class discussion and engagement items: <ul style="list-style-type: none"> • Your people are the face of your business. • What is included in the management of human resources? • Why is it important that the management of human resources be a process? • The somewhat "dual" responsibilities of HR. • Leadership versus management of business operations. • There is power in empowerment. • Excellence and continuous improvement beat complacency every time. • B³ teams work on their assigned responsibilities (in class) • Quiz (16 of 18) on Chapters 20 & 21 of Small Business Management (50 points)
<p>17 8/1/2024 R</p>	<p><u>Chapter 22</u> Managing the Firm's Assets Read</p> <p><u>Chapter 23</u> Managing Risk Read</p>	<ul style="list-style-type: none"> • Learning Objective: Cash is still king. Understanding what constitutes working capital, why and how best to manage it, and decision-making techniques to aid with capital budgeting. • Learning Objective: Appreciation of various risks affecting a small business enterprise and the means, methods, and resources to mitigate and manage them. • Read Chapters 22 & 23 of "Small Business Management" (before/in class) • Class discussion and engagement items: <ul style="list-style-type: none"> • What assets need to be managed and why? • How to manage those assets that require it. • Using other people's money to facilitate your cash flow. • Identification of risk and how/whether to manage it. • B³ teams work on their assigned responsibilities (in class) • Quiz (17 of 18) on Chapters 22 & 23 of Small Business Management (50 points)

Session	Chapters Covered	Focus/Assignments/Activities
<p>18 8/2/2024 F</p>	<p><u>Chapter 18</u> Global Opportunities for Small Businesses Read</p> <p><u>Chapter 13</u> Planning for the Harvest Read</p>	<ul style="list-style-type: none"> • Learning Objective: Understanding the global market and opportunities as well as considerations relative to taking a small business global, and sources of assistance. • Learning Objective: The necessity and value of having an exit plan for a small business enterprise. • Read Chapters 18 and 13 of "Small Business Management" (before/in class) • Class discussion and engagement items: • The world is within your reach. Why and how to take advantage of it requires consideration. • What are some considerations to be addressed before going global? • Resources to support small businesses going global. • Beginning with the end in mind. • Why and how to harvest. • How to determine your small business's harvest value. • B³ teams work on their assigned responsibilities (in class) • Team(s) PowerPoint presentations due to the instructor by no later than 8:00 a.m., Monday, August 5th. • Quiz (18 of 18) on Chapters 18 and 13 of Small Business Management (50 points)
<p>19 8/5/2024 M</p>	<p>B³ Business Plan</p>	<ul style="list-style-type: none"> • Learning Objective: Demonstrate students' grasp of the material covered in the course by sharing their teams' work in planning a small business enterprise. • Team presentations of their assigned B³ business development responsibility (in class) • Class discussion and engagement items: • Be prepared to ask (and answer) questions from the instructor and classmates regarding presentation material.