

# TED ROGERS SCHOOL

## Entrepreneurship & Strategy

# ENT 505 (011)

## Small Business Management

*Our goal is to provide students with a deeply experiential and transformative learning experience in a vibrant urban environment. We empower students with a philosophy of entrepreneurial thinking, passion, and action-orientation that they can apply to their lives, their jobs, their communities, and/or their own new ventures.*

*We ignite students' passions and empower them to achieve extraordinary goals. Canada's pre-eminent and largest entrepreneurship program, we deliver innovative educational programs and support multi-disciplinary experiences across campus with local, national and global impact. We provide access to world-class support and funding for our students' new ventures and are embedded within our community.*



# ENT 505: Small Business Management

Winter 2023, Section 011

Classroom Number: EPH 142, Class Time: Monday: 6:30 pm-9:30 pm

## Instructor Information

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- **Instructor Name:** Vinay Yarlagadda
- **Office Hours:** Via Zoom (Please email to schedule a meeting on Friday)
- **Course Website:** [my.ryerson.ca](http://my.ryerson.ca) (for courses using D2L)
- **Email Address:** [vinay.yarlagadda@torontomu.ca](mailto:vinay.yarlagadda@torontomu.ca)

## Email Policy

Please indicate your course code in the subject line. Emails shall be replied within **3 working days**. I will only respond to e-mails with the course code in the subject line. For example, all e-mails must have **W23ENT505** in the subject line. Also please read the course outline before sending an email. Course related information is in the course outline.

**Note:** In accordance with the Policy on Ryerson Student E-mail Accounts (Policy 157), Toronto Metropolitan University (TMU) requires that any electronic communication by students to TMU faculty or staff be sent from their official university email account.

## Course Description

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This course takes an interdisciplinary perspective on the challenges of managing in a small-business environment. It is designed for students who plan to start or join a small or medium-sized enterprise company and want to have an improved understanding of the process by which things get done in small businesses that lack the resources and capabilities of large corporations.

Topics include elements of managing high growth rates, family business, outsourcing, internships and leveraging external partnerships, guerilla marketing techniques, cash flow management, bootstrap financing, government programs, and corporate governance in a small business.

This course is not available to programs within the Ted Rogers School of Management. Lecture: 3 hours; Course weight: 1.00.

## Course Details

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### Course Overview

The primary focus of the course will be to provide students with the opportunity to develop the knowledge, skills and attitudes that are needed to successfully start and manage a small business. Through interactive class discussions, case studies, practical applications and activities, students will develop an in-depth understanding of the most important requirements for establishing and managing one's own business.

### Teaching Methods

#### *Case Method*

This course will rely extensively on the case method, which uses real-world examples to illustrate common business issues and encourages students to explore the alternatives available to address them. The course will make use of various business opportunities and challenges related to a small business.

## **Class Structure**

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In person classes will be held for the scheduled class-time. Students are expected to attend during this time. Each week, there will be two components to the class. These are:

### **Content presented by instructor (approximately first half of class):**

- Each class will include interactive lecture segments on the business topic outlined in the class schedule. The topic will first be outlined in broad terms, then applied specifically using examples, cases and other resources for greater context.
- The lecture may incorporate several teaching and learning methods, such as presentations, and guest speakers.
- The lecture may also refer to various materials, including readings from academic journals and professional publications, videos and popular media.
- Students are encouraged to ask questions and supply examples to ensure they understand the topic and its importance to business.
- Note that this content builds on the required weekly readings. The content will often be provided in advance of the scheduled class-time, and students may peruse it in advance if they wish.

### **Group Workshop (approximately second half of class):**

- Students will be assigned exercises and given sufficient time to discuss and complete them in groups during the class.
- The class will be divided into groups of six (6) students. Groups will be formed during the first class and will be maintained throughout the course.
- By the end of the time allocated to the exercise, each group must submit their work into the appropriate folder in D2L.

## **Course Materials**

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### **Textbook**

Required: Longenecker et al. (2015) Small Business Management: Launching and Growing New Ventures, 6th Edition. Cengage Learning.

## **Additional Materials**

Additional materials, such as videos, case studies, readings and other resources may also be made available in D2L Brightspace as per the topics outlined in the class schedule below. In order to derive the maximum benefit from weekly lectures, students are expected to attend class having read the provided material prior to class.

## **Course Objectives**

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The objective of this course is to create a learning environment that will enable students to:

1. Understand the requirements of successfully operating a small business from start-up to cash out. Cognitive and Knowledge Skills.
2. Recognize the unique management challenges faced by small business owners/managers and the importance of effective management practices to small business success. Knowledge and Practitioner Skills.
3. Develop the fundamental analytical skills that are required in managing a small business
4. Demonstrate how to critically evaluate accounting information necessary to identify management problems and opportunities. Practitioner Skills.
5. Identify the internal and external influences that can affect a business in a positive and/or negative manner.
6. Identify and analyze information to create all elements of a business plan.

## Originality Detection

### Turnitin - originality detection software

Turnitin.com is an originality detection and plagiarism prevention service to which TMU subscribes. It is a tool to assist instructors in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals and other publications. While it does not contain all possible sources, it gives instructors some assurance that students' work is their own. No decisions are made by the service; it generates an "originality report," which instructors must evaluate to judge if something is original/plagiarized.

If Turnitin.com is used in a course, students who do not want their work submitted to this service must, by the end of the second week of class, consult with the instructor to make alternate arrangements.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin.com. Instructors can opt to have student's papers included in the Turnitin.com database or not. Use of the Turnitin.com service is subject to the terms-of-use agreement posted on the Turnitin.com website.

## Topics and Course Schedule

<i>Date</i>	<i>Topic</i>	<i>Readings<sup>1</sup></i>	<i>Group Workshop Activities</i>
<i>Week 1: Mon. Jan 16</i>	<ul style="list-style-type: none"> <li>• <b>Course introduction</b></li> <li>• <b>Entrepreneurs</b></li> </ul>	Outline & CH1	Form your groups
<i>Week 2: Mon. Jan 23</i>	<ul style="list-style-type: none"> <li>• <b>Evaluating Business Opportunities</b></li> </ul>	CH 2	Group Assignment #1 released and is due on Feb. 6 at 11:59pm

			In Class Group Work 1 (due at 9:30pm) - DILLON'S SMALL BATCH DISTILLERS (p. 452)
<i>Week 3: Mon. Jan 30</i>	<ul style="list-style-type: none"> <li>• <b>Franchising</b></li> </ul>	CH 4	In Class Group Work 2 (due at 9:30pm) - TWO MEN AND A TRUCK (P. 458)
<i>Week 4: Mon. Feb 06</i>	<ul style="list-style-type: none"> <li>• <b>The Business Plan</b></li> <li>• <b>Feasibility Study</b></li> </ul>	CH 5	Group Assignment #2 released and is due on due Feb. 26 at 11:59pm In Class Group Work 3 (due at 9:30pm) - THE ULTIMATE GARAGE (P. 460)
<i>Week 5: Mon. Feb 13</i>	<b>Quiz 1</b>	<u>1 hour. Weeks 1-4</u>	
<i>Feb 20</i>	<i>Reading Week Break</i>		<i>NO Class</i>
<i>Week 6: Mon. Feb 27</i>	<ul style="list-style-type: none"> <li>• <b>Small Business Marketing</b></li> <li>• <b>Distribution and Promotional Strategies</b></li> </ul>	CH 6 & 7	In Class Group Work 4 (due at 9:30pm) - NAPIER ENTERPRISES (P. 462)
<i>Week 7: Mon. Mar 06</i>	<ul style="list-style-type: none"> <li>• <b>Human Resource Management</b></li> <li>• <b>Legal Issues</b></li> </ul>	CH 9 & 10	In Class Group Work 5 (due at 9:30pm) - NOISE SOLUTIONS INC., P. 467
<i>Week 8: Mon. Mar 13</i>	<ul style="list-style-type: none"> <li>• <b>Operations Management</b></li> </ul>	CH 12	In Class Group Work 6 (due at 9:30pm) - NUMI TEA (P. 474)

<i>Week 9: Mon. Mar 20</i>	<b>Quiz 2</b>	<u>1 hour. Weeks 6-8</u>	
<i>Week 10: Mon. Mar 27</i>	<ul style="list-style-type: none"> <li>• <b>Financial Statements</b></li> <li>• <b>Sources of Financing</b></li> </ul>	CH 13 & 14	Group Assignment #3 released and is due on Apr 2 at 11:59pm
<i>Week 11: Mon. Apr 03</i>	<b>Final Presentations (attendance mandatory)</b>		
<i>Week 12: Mon. Apr 10</i>	<b>Final Presentations (attendance mandatory)</b>		

## Evaluation

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### Assignments and Grading

#### Assessment Weighting Breakdown

Evaluation Component	Percentage of Final Grade
In Class Group Work	30%
Quizzes	30%
Team Project – Business Plan Reports and Presentation	40%
Total:	100%

#### In-Class Group Work (30%)

This exercise is a project where you as the student are responsible for working within a group of 6 students in analysing a Case Study of a small business. Your presence and contribution to group (team) learning is vital. This means being present and prepared, building on others' ideas and being ready to disagree with others and to develop your own position. As part of being respectful to your fellow classmates and to the conduciveness of a good learning environment, you are expected to arrive on time to your team meetings and to be prepared. Most importantly, you are expected to take an active role in team discussions and preparing team submissions. In order to



receive the team grade, you must contribute to the discussions and you must be present during the group discussions for your name to be included in the team challenges that are submitted.

### **Quizzes (2 x 15% = 30%)**

Each quiz will assess material covered in the associated topics during the past few weeks and will provide you with the opportunity to test your learning and identify areas that require further study. These quizzes will be held in the classroom.

### **Team Project (3 phases for a total of 40%)**

\*\* Please note that the final details of each of the four assignments are still to be finalized. The assignments will be discussed in class and posted on D2L. Assignments will only be submitted electronically through D2L/turnitin.com. Late submissions will be penalized 1 full letter grade for each day late (i.e. 10%/day) and are not accepted after 48 hours have passed from the deadline.

**Assignment #1:** The first assignment requires the group to identify and evaluate a business idea, which requires little or no capital, and that a University student could start and operate. (worth 10% of grade)

**Assignment #2:** The second assignment requires the group to prepare a complete feasibility study of the concept submitted in Phase #1. (worth 10% of grade)

**Assignment #3 (So You Think You Can Pitch!):** to write and present a comprehensive business plan that can be used to attract potential investors (full details will be provided in class and posted on D2L).

Presentations will occur over the last two class weeks. The grade for these presentations will be based on your team performance; therefore you and your teammates will share the grade. There is a peer evaluation sheet that you should fill out before the end of the semester, ONLY if there has been an unequal effort on your team by one or more members.

**Friday January 27, 2023 is the last date to drop the course.**

Late work will not be evaluated.

## Additional Comments

- Professional communication is expected; poorly written emails or assignments may receive a grade of zero.
- Professional behaviour during class is expected. You are expected to arrive on time for class and attend all classes. Missing four (4) or more classes during the course, without permission, will result in failure of the course.
- Students shall not behave in ways that are disruptive to the learning, teaching and work environment. See Policy #61: Student Code of Non-Academic Conduct at <https://www.torontomu.ca/senate/policies/>
- Be sure to keep an extra copy of all assignments that you hand in.
- It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.
- There is zero tolerance policy with respect to the use of mobile phones in the class. Mobile phones must be put away. Texting or using a mobile phone for any purpose whatsoever during class is considered disruptive.
- Please arrive on time and avoid leaving the class during lectures or discussions. Walking in and out during class or before class has been formally dismissed is considered disruptive behavior.

## University Policies

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Students are required to adhere to all relevant university policies found in their online course shell in D2L and/or on [the Senate website](#).

## Academic Integrity

- Plagiarism is a serious academic offense and penalties range from zero in an assignment to expulsion from the University. Plagiarism is defined in the Student Code of Academic Conduct as claiming the words, ideas, artistry, drawings, images or data of another person as if they were your own. Also, knowingly assisting someone to commit any form of academic misconduct is itself academic misconduct.
- It is assumed that all examinations and work submitted for evaluation and course credit will be the product of individual effort, except in the case of team projects arranged for and approved by the course instructor. Submitting the same work to more than one course, without instructors' approval, is also considered plagiarism.

- Students are strongly encouraged to visit the Academic Integrity Website at <https://www.torontomu.ca/academicintegrity/> for more detail and to refer to Policy #60: Student Code of Academic Conduct at <https://www.torontomu.ca/senate/policies/>.

### **In Person Examinations**

- All students must display a valid and relevant student photo-identification card during the course of an examination. Students are expected to refrain from bringing cellular phones, personal audio equipment, and other electronic devices into the examination room unless specifically permitted by the course instructor. Students are also not permitted to wear hats or to have food during the exam unless medically required (you may bring water into the exam room provided it is in a transparent plastic bottle without labels).
- For more detailed information on examination policies, refer to Pol#135: Examination Policy at <https://www.torontomu.ca/senate/policies/>.

### **Academic Grading Policy**

- Evaluation of student performance will follow the established academic grading policy outlined in Policy #46: Policy on Undergraduate Grading, Promotion, and Academic Standing (the “the GPA Policy”) at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).

<i>Definition</i>	<i>Letter Grade</i>	<i>Grade Point</i>	<i>Percentage Range</i>
Excellent	A+	4.33	90-100
	A	4.00	85-89
	A-	3.67	80-84
Good	B+	3.33	77-79
	B	3.00	73-76
	B-	2.67	70-72
Satisfactory	C+	2.33	67-69
	C	2.00	63-66

	C-	1.67	60-62
Marginal	D+	1.33	57-59
	D	1.00	53-56
	D-	0.67	50-52
Unsatisfactory	F	0.00	0-49

## Department Policies

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### Standards for In-Class Zoom Meetings and Other Virtual Activities

- Students must first log into the D2L course shell using their Ryerson Matrix email ID and then join the Zoom meeting by clicking on the correct link on D2L (this should prevent Zoom Bombing by outsiders).
- Display a professional head shot of yourself as well as your name if you are not going to keep your video on (these features are accessible from within the Zoom settings).
- Your instructor may record parts of some sessions. You will be notified on Zoom if the session is recorded.
- Mute your microphone until it is your turn to speak.
- When you are speaking, please turn your video on when possible and appropriate.
- For any side conversations please use the Chat feature. Don't assume that the professor is able to track these conversations so be prepared to raise your hand using the correct button within Zoom.
- If you need to gain the attention of the professor beyond raising your hand, please unmute your microphone and say "Question Please".
- Do not annotate others unless requested to do so.
- Follow professional conduct and be polite.
- Do not share the Zoom link with others.
- Students are not permitted to record any part of a Zoom or other virtual activity session with their professor, whether as part of a lecture or an informal meeting.
- Familiarize yourself with the tools you will need to use for remote learning. The [Continuity of Learning Guide](#) for students includes guides to completing quizzes or exams in D2L or

Respondus, using D2L Brightspace, joining online meetings or lectures, and collaborating with the Google Suite.

## Standards for Written Work

- Students are expected to use an acceptable standard of business communication for all assignments, in-class discussions, and communication with the site companies and professors. This includes all email communication with the professor and other students, as well as group chats. ***Poor grammar, unprofessional and/or unacceptable standard of business communication may result in a grade of zero for that assignment. However, any student who provides a prior draft corrected by TMU Student Writing Support will not be penalized.***
- You are encouraged to obtain assistance from [Writing Support](#) for help with your written communications as needed. (See the Library for [APA style guide references](#)). ***Sloppy, poorly written, or unprofessional documents or communication may be returned with a grade of zero, no grade or unread. Please be sure to use Writing Support (and/or use Grammarly) if you need it!***

## Professionalism

Your participation in all the components of this course reflects on the professionalism and reputation of you, your group members, this course and program, and Toronto Metropolitan University. Accordingly, you are expected to conduct yourself in a professional and courteous manner at all times. For the purposes of this course, unprofessional behavior includes, but is not limited to, any of:

- Missing student and instructor meetings without giving reasonable notice and reason.
- Not participating fully in group activities in class and for assignments, which may be measured by peer evaluations or group reports submitted to instructors.
- Toronto Metropolitan University policies provide accommodation for a variety of circumstances, and seek to avoid bias of several kinds. You are expected to adhere to these policies in your group work and in interactions with students and professors. It is your responsibility to understand these policies, including religious accommodation, academic accommodation, and what constitutes bias for equity-deserving groups.

## Important Resources Available at Toronto Metropolitan University

- [The Library](#) provides research [workshops](#) and individual assistance. If the University is open, there is a Research Help desk on the second floor of the library, or students can use the Library's virtual research help service at <https://library.ryerson.ca/ask/> to speak with a librarian.
- [Student Life and Learning Support](#) offers group-based and individual help with writing, math, study skills, and transition support, as well as [resources and checklists to support students as online learners](#).
- You can submit an [Academic Consideration Request](#) when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement. You may always visit the [Senate website](#) and select the blue radial button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request).

Please note that the Provost/ Vice President Academic and Dean's approved a COVID-19 statement for Fall 2022 related to academic consideration. This statement will be built into the Online Academic Consideration System and will also be on the [Senate website](#) ([www.ryerson.ca/senate](http://www.ryerson.ca/senate)) in time for the Fall term:

*Policy 167: Academic Consideration for Fall 2022 due to COVID-19: Students who miss an assessment due to cold or flu-like symptoms, or due to self-isolation, are required to provide a health certificate. All absences must follow Senate [Policy 167: Academic Consideration](#).*

Also NOTE: Policy 167: Academic Consideration does allow for a once per term academic consideration request without supporting documentation if the absence is less than 3 days in duration and is not for a final exam/final assessment. If the absence is more than 3 days in duration and/or is for a final exam/final assessment, documentation is required. For more information please see Senate [Policy 167: Academic Consideration](#).

- [TMU COVID-19 Information and Updates for Students](#) summarizes the variety of resources available to students during the pandemic.
- [TMU COVID-19 Vaccination Policy](#)
- If taking a remote course, familiarize yourself with the tools you will need to use for remote learning. The Remote Learning guide for students includes guides to completing quizzes or exams in D2L Brightspace, with or without [Respondus LockDown Browser and Monitor](#), [using D2L Brightspace](#), joining online meetings or lectures, and collaborating with the Google Suite.
- Information on Copyright for [Faculty](#) and [students](#).

## Accessibility

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***Students with disabilities*** - In order to facilitate the academic success and access of students with disabilities, these students should register with the Access Centre [www.ryerson.ca/accesscentre/](http://www.ryerson.ca/accesscentre/). Before the first graded work is due, students should also inform their instructor through an “Accommodation Form for Professors” that they are registered with the Access Centre and what accommodations are required.

If you have accessibility needs that impact your ability to engage with any of our processes or resources, please let us know: [aasadmin@ryerson.ca](mailto:aasadmin@ryerson.ca).

## Academic Accommodation Support

Academic Accommodation Support (AAS) is the university's disability services office. AAS works directly with incoming and returning students looking for help with their academic accommodations. AAS works with any student who requires academic accommodation regardless of program or course load.

- [Learn more about Academic Accommodation Support](#)
- [Learn how to register with AAS](#)

Academic Accommodations (for students with disabilities) and Academic Consideration (for students faced with extenuating circumstances that can include short-term health issues) are governed by two different university policies. Learn more about [Academic Accommodations versus Academic Consideration](#) and how to access each.

## Wellbeing Support

At Toronto Metropolitan University (TMU), we recognize that things can come up throughout the term that may interfere with a student's ability to succeed in their coursework. These circumstances are outside of one's control and can have a serious impact on physical and mental well-being. Seeking help can be a challenge, especially in those times of crisis.

If you are experiencing a mental health crisis, please call 911 and go to the nearest hospital emergency room. You can also access these outside resources at anytime:

- Distress Line: 24/7 line for if you are in crisis, feeling suicidal or in need of emotional support (phone: 416-408-4357)
- Good2Talk: 24/7-hour line for postsecondary students (phone: 1-866-925-5454)

- Keep.meSAFE: 24/7 access to confidential support through counsellors via My SSP app or 1-844-451-9700

If non-crisis support is needed, you can access these campus resources:

- Centre for Student Development and Counselling: 416-979-5195 or email [csdc@ryerson.ca](mailto:csdc@ryerson.ca)
- Consent Comes First – Office of Sexual Violence Support and Education: 416-919-5000 ext: 553596 or email [osvse@ryerson.ca](mailto:osvse@ryerson.ca)
- Medical Centre: call (416) 979-5070 to book an appointment

We encourage all Toronto Metropolitan University community members to access available resources to ensure support is reachable. You can find more resources available through the [Toronto Metropolitan University Mental Health and Wellbeing website](#).