

# TED ROGERS SCHOOL

## Entrepreneurship & Strategy

# ENT555

## Managing Small Business Operations

*ENT 555 – Winter 2023*

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*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.*

# Managing Small Business Operations

ENT 555 – Winter 2023

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## **INSTRUCTOR INFORMATION**

<b>Instructor:</b>	Brad Poulos
<b>Office Telephone:</b>	Please use email.
<b>E-mail Address:</b>	bpoulos@ryerson.ca (you MUST use your Ryerson email address)
<b>Office Location:</b>	Virtual
<b>Consultation Hours:</b>	By appointment
<b>Class Location:</b>	ONLINE via Zoom (address to be provided)
<b>Class Time:</b>	Tuesdays 2 – 5:00 PM

## **COURSE INFORMATION**

Prerequisites: ENT 526 and ENT 601

## **CALENDAR COURSE DESCRIPTION**

This course is designed to examine the requirements of establishing, owning and successfully operating a Small-to-Medium Enterprise (SME). Functional management skills needed for the effective operation of a SME will be explored in detail. Fundamental considerations such as operations management, information and information systems, value chain analysis, talent management, financial planning and control systems, organization and legal issues, network management and marketing strategies will also be explored in the specific context of SMEs.

## **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 operate 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.

## **COURSE OBJECTIVES**

**Upon completion of the course, students will be able to:**

1. To understand the requirements of establishing, owning and successfully operating a small business– Cognitive and Knowledge Skills.
2. Apply value chain theory in assessing the organizational requirements of a small business– Knowledge and Practitioner Skills.
3. To recognize the unique management challenges faced by small business owners and the

importance of effective management practices to small business success– Cognitive and Knowledge Skills.

4. Be familiar with the phases and activities within the small business life cycle– Knowledge and Practitioner Skills
5. Apply the principles and practice of project management, using current project management tools and techniques – Practitioner Skills.

In addition, the following TRSM and Entrepreneurship Major goals will be achieved:

- TRSM Goal 5: Integration of Business Functions: Students will be able to integrate all business functions, practices and related theories in order to address business problems and advance strategic decisions.
- TRSM Goal 6: Role of IT in Business: Students will understand the role of communications and information technology (CIT) in business applications and decision making related to the advancement of strategic business goals.
- TRSM Goal 7: Financial Theories and Analysis: Students will be able to apply basic accounting and financial concepts and forms of analysis to analyze and interpret business situations and decisions.

### **EVALUATION:**

The assessment strategy is designed to measure individually, and collectively, the ability to apply project management theory, tools and techniques in a real world situation and to demonstrate an understanding of project team dynamics, leadership and communication.

The grade for this course is composed of the mark received for each of the following components:

Description	%	Week Set	Week Handed In
Group Work (5 In Class Assignments)	30	N/A	In Class
Individual Case Assignment 1	20	3	Week 6
Individual Case Assignment 2	20	8	Exam Period
Weekly Quizzes (8 X 2.5%)	20		
Participation	10		

### **Group Work**

During five classroom sessions the class will be randomly put into groups to prepare an assignment (due that day by the end of class) which will be based on a case or a video case assigned in the readings. The actual assignment will be provided in class for the groups to complete collaboratively, however it is expected that every student will complete the reading or watch the video prior to the class. The videos are < 10 minutes and the cases are 1-3 pages.

Assignments will take place during the following classes:

Week 4, 5, 6, 7, 11

Note the groups will be randomly created each class for this portion of your grade.

### **Individual Case Assignments**

There are two individual case assignments due in week 6 and during the exam period. Each of the assignments are worth 20% of the final grade.

Assignments are submitted electronically through D2L and will be checked by turnitin.com.

- **TURNITIN.COM:** All assignments must be submitted to Turnitin.com on or before the due date. If you don't wish to submit your plan to Turnitin.com, you must consult with the instructor before the second week of class about the alternate requirements. Part of the alternate requirements include: submitting copies of all material used; annotated bibliographies; and periodic drafts of the business plan.

### **Weekly Quizzes**

Weekly quizzes, based on the text readings, are due just prior to class from weeks 3 to 10. Each quiz is open for a 1 week period prior to its due date.

There are a total of eight quizzes each worth 2.5% of your grade. They range from 3 to 10 questions in length. THERE WILL BE **NO** LATE SUBMISSIONS ALLOWED!

### **Participation and Contribution**

This is a subjective evaluation of your contribution to the class discussions on zoom.

This portion is worth 10% of your overall grade in this class.

Preparation: Students are expected to have read the material for the lecture, and any associated cases (or watched any videos), prior to class, so that they can engage in a meaningful discussion about same with their groups.

### **COURSE MATERIAL**

Text: Longnecker et al. "Small Business Management Launching and Growing new Ventures." 6<sup>th</sup> Cdn. Ed. Nelson Education 2016.

**ISBN-10:** 0176532218

**ISBN-13:** 9780176532215

Link to E-book: <https://www.cengage.ca/c/small-business-management-launching-and-growing-new-ventures-6e-longnecker-donlevy-champion-petty-palich-hoy/9780176532215/>

### **TEACHING METHODS:**

The teaching and learning strategy is designed to encourage a deep approach to learning with an emphasis on collaborative learning through the use of working teams and real world problem solving.

The teaching and learning methods include self/team examination exercises, role play, gaming and, video case studies. The teaching and learning format is designed to emphasize methodology for operating a small business and to give students the opportunity to gain experience through the integration of theory and application. The teaching and learning processes will be facilitated by lectures and workshops, which will last a combined 3 hours maximum, delivered via Zoom. Note that all classes

will take place during the appointed time.

The lecture portion will involve the explanation of theoretical concepts of project management and the workshop portion will involve the application of the theory using specific exercises.

Time for group work and collaboration will be provided during the 3 hour class time.

### **Indicative Content**

- Value Chain theory
- Small business planning
- Small business operations
- Information management and systems
- Project management principles
- Management communications

### **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.
- We will be recording some portions of some classes. Students will have the option to request to be out of frame. Any students who do not want to be recorded must make a formal written request before the end of the 3<sup>rd</sup> class.
- 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.

### **POLICIES AND COURSE PRACTICES**

#### **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).
- **Use of your video camera is the expected norm in this class.** You should have a good reason if you are not using your camera during class sessions. If you have a valid reason and are unable to do so, then the MINIMUM expectation is that you display a professional head shot of yourself as well as your name (these features are accessible from within the Zoom settings). Anyone not conforming to these requirements will be placed in the waiting room until they comply with them.
- 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.

### **STANDARD 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. ***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 Ryerson Writing Support will not be penalized.***
- You are encouraged to obtain assistance from Writing Support (<https://www.ryerson.ca/studentlearningsupport/writing-support/>) for help with your written communications as needed. (See the Ryerson Library for APA style guide references: <http://www.ryerson.ca/library/ref/style.html>). ***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 the external practicum components of this course reflect on the professionalism and reputation of you, your group members, this course and program, and Ryerson

### **COURSE MANAGEMENT**

- Every effort will be made to manage the course as stated. However, adjustments may be necessary during the term at the discretion of the instructor. If so, students will be advised, and alterations will be discussed prior to implementation, in class and through an announcement on D2L.
- Students are encouraged to review the Ryerson Senate Course Management Policy which provides a framework of common understanding for students, faculty and staff concerning the structures, processes, objectives, and requirements that pertain to Ryerson undergraduate courses. For more detailed information refer to Policy #166: Course Management Policy at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).

- All communication about the course or material related to the course will be posted on the D2L course site. In addition, all student study resources can be accessed through D2L. Students are expected to check the site regularly for updates.

### **ACADEMIC CONSIDERATION**

- All assignments must be submitted to turnitin.com using the Assignment Drop Box on D2L. The assignment Due Dates are identified in the course outline and as advised in D2L. A late submission (we allow a one hour grace period) will be penalized 10 percentage points per day (e.g. 77% becomes a 67% in the first 24 hours, then becomes 57% in the next 24 hours... till the mark becomes a 0%). There will be no penalty for work missed for a JUSTIFIABLE REASON approved by the instructor.
- Assignments submitted for grading will be handed back within two weeks except for the final exam.
- There will be no penalty for work missed for a justifiable reason. Students need to inform the instructor of any situation that arises during the semester that may have an adverse effect on their academic performance, and request any necessary considerations according to the policies and well in advance. Failure to do so will jeopardize any academic appeals.
- Except in cases of accommodations for disabilities, where documentation is handled directly by Academic Accommodation Support, students must fill out an Academic Consideration form and **submit it to their own program office:**
- [http://www.ryerson.ca/content/dam/senate/forms/academic\\_consideration\\_document\\_submission.pdf](http://www.ryerson.ca/content/dam/senate/forms/academic_consideration_document_submission.pdf)
- In addition, the following procedures must be followed:
  - **Medical certificates** – If a student is going to miss a deadline for an assignment, a test or an examination because of illness, he/she must submit a medical certificate (see [www.ryerson.ca/senate/forms/medical.pdf](http://www.ryerson.ca/senate/forms/medical.pdf) for the certificate) **to their program office** within 3 working days of the missed assignment deadline, test or examination. The program office will notify the instructor that the documents have been received. It is the student’s responsibility to make arrangements with instructor for a make-up exam.
    - Policy 167: Academic Consideration for Fall 2020/Winter 2021/Fall 2021/Winter 2022 due to COVID-19: Students who miss an assessment due to cold or flu-like symptoms, or due to self-isolation, are currently not required to provide a health certificate. Other absences must follow Senate [Policy 167: Academic Consideration](#).
    - Also NOTE: Outside of COVID-19 symptoms, the new 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. In 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](#).
    - [Ryerson COVID-19 Information and Updates for Students](#) summarizes the variety of resources available to students during the pandemic.

- [Ryerson COVID-19 Vaccination Policy](#)**Religious observance** – While it is strongly encouraged that students make requests within the first two weeks of class, requests for accommodation of specific religious or spiritual observance must be presented **to their program office** no later than two weeks prior to the conflict in question (in the case of final examinations, within two weeks of the release of the examination schedule). The student must submit a Request for Accommodation form (<http://www.ryerson.ca/senate/forms/reobservforminstr.pdf>) to their program office. The office will notify the instructor when they have received the request form.
- **Other requests for Academic Consideration** which are not related to medical or religious observation must be submitted in writing together with the Academic Consideration form **to the student’s program office**. The letter must clearly state the reasons for the request and describe the events or circumstances that seriously impair the student’s ability to meet their academic obligations, and that were beyond the student’s control. When possible, supporting documentation must be attached to the letter. The office will notify the instructor when they have received the request.
- **Students with disabilities** - Ryerson University acknowledges that students have diverse learning styles and a variety of academic needs. If you have a diagnosed disability that impacts your academic experience, connect with Academic Accommodation Support (AAS). Visit the [AAS website](#) or contact [asadmin@ryerson.ca](mailto:asadmin@ryerson.ca) for more information. Note: All communication with AAS is voluntary and confidential, and will not appear on your transcript. Before the first graded work is due, students should also inform their instructor through an “Accommodation Form for Professors” that they are registered with AAS and what accommodations are required.
- **Regrading or recalculation** – These requests must be made to the instructor within 10 working days of the return of the graded assignment to the class. These are not grounds for appeal, but are matters for discussion between the student and the instructor.
- Submission of the Academic Consideration form and all supporting documentation to your program office does not relieve you of the responsibility to **NOTIFY YOUR INSTRUCTOR** of the problem as soon as it arises, and to contact with the instructor again after the documents have been submitted in order to make the appropriate arrangements.
- **If you do not have a justifiable reason for an absence and/or have not followed the procedure described above, you will not be given credit or marks for the work missed during that absence.**

For more detailed information on these issues, please refer to Senate Policy 167 (Academic Consideration) and Senate Policy 150 (Accommodation of Student Religious Observance Obligations). Both can be found at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).

At Ryerson, 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. Below are resources we encourage all Ryerson community members to access to ensure support is reachable.

<https://www.ryerson.ca/mental-health-wellbeing>



**If support is needed immediately, you can 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)

### **ACADEMIC INTEGRITY**

- Plagiarism is a serious academic offence 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 [www.ryerson.ca/academicintegrity](http://www.ryerson.ca/academicintegrity) for more detail and to refer to Policy #60: Student Code of Academic Conduct at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/).

### **MAINTAINING A PROFESSIONAL LEARNING ENVIRONMENT**

- Students shall not behave in disruptive ways that obstruct the learning, teaching and work environment.
- See Policy #61: Student Code of Non-Academic Conduct at [www.ryerson.ca/senate/policies/](http://www.ryerson.ca/senate/policies/)

### **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 [www.ryerson.ca/senate/policies/](http://www.ryerson.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/). The grading system is summarized below:

<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

## ENT 555 Class Schedule Winter 2023 – Tuesdays 2 PM – Via Zoom

All Readings are to be done PRIOR to the class indicated

Wk	Date	Topic	Readings	Integration	Quiz Due Before Class
1	Jan 17	Introduction to the Course: What is an SME?  Why are SME's important?	D2L Intros. Course outline.  Chapter 1 in Longenecker Text  Week 1 One-page Case(D2L)	Group and Class Case Discussion	
2	Jan 24	Strategic Mgmt and Objective Setting	Greenbank, P. (2001). Objective setting in the micro-business. (on D2L)	Group and Class Discussion	
3	Jan 31	The Value Chain of an SME	"Competitive Advantage" Ch. 2 and Gov't of Canada Value Chain reading (on D2L)	Group In Class Exercise	Quiz 1
4	Feb 7	Small Bus Planning	Chapter 5  Case 11 (Text): Prestige Dance Academy	Group Case In Class Assignment #1 (5%)	Quiz 2
5	Feb 14	Feasibility Analysis  Creating Competitive Advantage	Chapter 2  Castle Modo Video Case (D2L)	Group Case In Class Assignment #2 (5%)	Quiz 3
	Feb 21	Reading Week			

		Case Assignment #1 Due (20%)	Deadline is 11:59 PM February 27		
6	Feb 28	Legal Issues	Chapter 10 Easy Strain Cookware Video Case (D2L)	Group Case In Class Assignment #3 (5%)	Quiz 4
7	Mar 7	Marketing in the SME context	Chapter 6 & 7 Case 8 (Text): iYellow	Group Case In Class Assignment #4 (5%)	Quiz 5
8	Mar 14	Small Business Operations	Chapter 9 & 12	Guest Speaker TBD	Quiz 6
9	Mar 21	Financial & Information Management	Chapter 13	Financial Statement Analysis Tutorial	Quiz 7
10	Mar 28	Financing a Small Business	Chapter 14	Guest Speaker: TBD	Quiz 8
11	Apr 4	Case 13 – Ashley Palmer Group In Class Assignment	Read/Prep Case 13 Ashley Palmer (Text)	Group Case In Class Assignment #5 (5%)	
12	Apr 11	Managing For Growth Exit Strategies	Chapter 15 Ch 4 (99-104)		
	Apr 15	Case Assignment #2 Due (20%)	Deadline is 11:59 PM April 15 (20%)		