

TED ROGERS SCHOOL

Entrepreneurship & Strategy

ENT 555

Managing Small and Medium Enterprises

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 555: Managing Small and Medium Enterprises

2025, Winter

Tuesday's from 10am to 1pm via Zoom (meeting link to be provided on D2L)

Instructor Information

Instructor/GA:	Francesco Barbera	Abbas Hazer
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Office Location:	TRS 1-048	Via Zoom
Office Hours:	By appointment only	By appointment only

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.

Lecture: 3 hours; Weight: 1.00.

Course Details

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 e-commerce activities, students will develop an in-depth understanding of the most important requirements for establishing and managing one's own business

Teaching Methods

This is an experiential learning course using project-based student-centric learning pedagogies. The emphasis is on exploring and demonstrating your entrepreneurial skills. The activities you

choose to pursue should tie to your values and be in harmony with your long-term happiness and success. We thus expect students to find this learning environment to be extremely motivating. Devoting significant time outside of class should be a joy – not a burden inflicted by the professors.

Additional Comments

- Professional communication is expected; extremely poor writing may incur a grade of zero.
- Professional behavior during live sessions is expected. You are expected to arrive on time and participate in all classes. Missing four or more sessions during the course, without permission/official explanation, may result in failure of the course.
- 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.

Course Materials

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

Ebook (\$74.95) and MindTap access (\$99.95) is available for purchase at the bookstore.

- Course Link - <https://student.cengage.com/course-link/MTPPBJF5ZR3G>
- Course Page – https://www.cengage.com/coursepages/Toronto_ENT555_W25

Note: While the Ebook is required, the MindTap platform is optional for this course. Further, we will utilize D2L Brightspace. Please click on the following for more information: [minimum technology requirement for remote learning](#) and [resources for using D2L Brightspace](#).

Course Learning Outcomes

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

- Understand the requirements of establishing, owning and successfully operating a small business– Cognitive and Knowledge Skills.
- Assess the organizational requirements of a small business– Knowledge and Practitioner Skills.

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

Originality Detection

Turnitin will be utilized in this course for all necessary assessment pieces. The following policy explains further.

Turnitin or another 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.

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. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with their instructor to make alternate arrangements.

Even when an instructor has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the instructor has reason to suspect that an individual piece of work has been plagiarized, the instructor is permitted to submit that work in a non-identifying way to any plagiarism detection service.

Topics and Course Schedule

WK	DATE	TOPIC	READING	VIDEO CASE	IMPORTANT NOTE
1	1/14	<ul style="list-style-type: none"> Course introduction Entrepreneurs 	Outline & CH1	<ul style="list-style-type: none"> Karu Design Frogbox 	<ul style="list-style-type: none"> Weekly quiz due
2	1/21	<ul style="list-style-type: none"> Evaluating Business Opportunities Shopify Overview 	CH 2	<ul style="list-style-type: none"> Castle moto 	<ul style="list-style-type: none"> Weekly quiz due
3	1/28	<ul style="list-style-type: none"> The Business Plan Feasibility Study 	CH 5	<ul style="list-style-type: none"> 3-Twenty Solutions 	<ul style="list-style-type: none"> Weekly quiz due
4	2/4	<ul style="list-style-type: none"> Franchising 	CH 4	<ul style="list-style-type: none"> Franchise Fantasies 	<ul style="list-style-type: none"> Weekly quiz due Assignment 1 due
5	2/11	<ul style="list-style-type: none"> Small Business Marketing Distribution and Promotional Strategies 	CH 6 & 7	<ul style="list-style-type: none"> Adjustable Golf Tee Group IV Solar Damn Heels 	<ul style="list-style-type: none"> Weekly quiz due
6	2/18	<ul style="list-style-type: none"> Study Week (no class...catch up on reading) 			
7	2/25	<ul style="list-style-type: none"> Human Resource Management Legal Issues 	CH 9 & 10	<ul style="list-style-type: none"> Slava Vodka Rise Luggage 	<ul style="list-style-type: none"> Weekly quiz due Assignment 2 due
8	3/4	<ul style="list-style-type: none"> Operations Management 	CH 12	<ul style="list-style-type: none"> Silk'n Soft Bathroom Tissue 	<ul style="list-style-type: none"> Weekly quiz due
9	3/11	<ul style="list-style-type: none"> Financial Statements Sources of Financing 	CH 13 & 14	<ul style="list-style-type: none"> Fix Me Stick Love Child Organics Modrobes 	<ul style="list-style-type: none"> Weekly quiz due
10	3/18	<ul style="list-style-type: none"> Project Week (workshop attendance voluntary...focus on finalizing group projects) 			

11	3/25	<ul style="list-style-type: none"> Managing Growing Firms and Exit Strategies 	CH 15	<ul style="list-style-type: none"> Mag Roll-up 	<ul style="list-style-type: none"> Weekly quiz due Group Assignment due
12	4/1	<ul style="list-style-type: none"> Final Presentations (attendance mandatory for all students in BOTH sessions) 			<ul style="list-style-type: none"> See D2L for more detail on presentation guidelines
13	4/8				

Evaluation

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

Method	Percent/Weight
Individual Assignment #1 – Idea evaluation exercise	15%
Individual Assignment #2 – Feasibility study	15%
Team Project – Business plan report and presentation	30%
Weekly Quizzes (2% each x 12 weeks)	24%
Workshop Participation	16%
TOTAL	100%

Note: Detailed instructions, including any rubrics to be used for grading, will be posted on D2L.

Detailed Description of Evaluation

Individual Assignments (2 assignments [15% each] for a total of 30% of grade)

Assignment #1: The first assignment requires the student to identify and evaluate a business idea, which requires little or no capital, and that a University student could start and operate.

Assignment # 2: The second assignment requires the student to prepare a complete feasibility study of the concept submitted in Assignment #1.

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.

Team-Based Project (Report [15%] and presentation [15%] worth a total of 30% of grade)

Students will form teams of up to 5 (no less than 4). Based on a team-selected extension of Assignments 1 and 2, the purpose of the Team Project is to develop the skills required 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).

Reports are to be submitted electronically through D2L/turnitin.com. Late submissions will be penalized 1 full letter grade for each day late (i.e. 10%/day). Presentations will occur over the last two workshop dates. The grade for these presentations will be based on one's team performance; therefore, you and your teammates will share the grade.

Weekly Quizzes (12 quizzes [2% each] for a total of 24% of grade)

From Week 1 onwards, D2L will host weekly text-based multiple-choice quizzes. Each quiz will assess material covered in the associated topic and will provide you with the opportunity to test your learning and identify areas that require further study. This will help you prepare for the current workshop topic as well as the individual and group assignments. You will have three attempts for each quiz. Your best result will be retained. Any issue arising from the quiz should be raised with the TA or instructor by email within the relevant week, otherwise they will not be considered. Attempting online quizzes in a timely fashion (before and during the topic week) is recommended as the relevant quiz will close after the topic is completed.

Workshop Participation (16% of grade)

Students are expected to attend all workshops. Since workshops are currently being held online, attendance will be indirectly taken via a series of random zoom polls administered throughout the 3-hour workshop. Full attendance requires participation in all polls administered.

Although you are expected to attend all scheduled workshops, attendance alone will only equate to half of the participation grade. The remaining half will be determined by your contribution to the atmosphere of the workshops. This can be accomplished through the discussions/questions/comments/answers you respectfully pose in class and during the presentations. The quality of these contributions will also be considered when determining the participation grade.

Please note that Ryerson Grade Definitions defines a grade of FNA for failure and non-attendance. The definition of FNA (Failure, Non-Attendance) is as follows: “awarded by the professor when the student has been absent from most course meetings and/or has submitted no work for grading. This grade will be assigned when a student abandons a course without completing a formal withdrawal prior to established deadline dates. This grade is counted as a failure in the calculation of grade point average.”

University Policies

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

Department Policies

Standards for In-Class Zoom Meetings and Other Virtual Activities

- Students must first log into the D2L course shell using their TMU 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 the all 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.torontomu.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](#) 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

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

- Consent Comes First – Office of Sexual Violence Support and Education: 416-919-5000 ext: 553596 or email 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](#).