

# TED ROGERS SCHOOL

## Entrepreneurship & Strategy

# ENT 505

## 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 2026

Classroom Number TRS2-099, Tuesday 6:00-9:00PM

### Instructor Information

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- **Instructor Name:** Janie Goldstein
- **Office Location:** Virtual
- **Office Hours:** By appointment
- **Course website:** [mytorontomu.ca](http://mytorontomu.ca)
- **Email Address:** [janieg@torontomu.ca](mailto:janieg@torontomu.ca)

### Email Policy

Please include the course code in the subject line of the email.

In accordance with the Policy on TMU 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 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, guerrilla 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.

**Weekly Contact:** Lecture 3 hrs.

**GPA Weight:** 1.00

**Billing Units:** 1

**Count:** 1.00

**Prerequisites:** NONE

Antirequisites: [ENT 555](#)

## 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

In person classes will be held for the scheduled class-time. Students are expected to attend during this time.

- 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.

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.

Guest Speakers: The instructors will endeavour to bring in industry guests. Students are expected to be respectful and pose thoughtful questions.

### Course Materials

Textbook Required:

Longenecker et al. (2015) Small Business Management: Launching and Growing New Ventures, 6th Edition. Cengage Learning. As of December 2025, the textbook was available in the ebook format for \$84.50 from the TMU bookstore. The hard copy edition was available as well with varying prices. Prices are subject to change. Second-hand copies should be available as I deliberately did not upgrade to the newest edition.

**Additional Requirement:**

There is a paid subscription to BoodleBox, which is a Generative AI platform consisting of multiple AI models, available for sale to students in this class at a reduced rate. Details about Boodlebox will be shared in the first class. It is expected that students who do not obtain a subscription to Boodlebox will have access to Generative AI elsewhere.

**Additional Materials:**

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

**Course Learning Outcomes**

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.

## Academic Integrity

### Generative AI Course Policy

- Falsified citations or misrepresentation of source material (common occurrences in text produced by Generative AI) is a breach of Policy 60. Students are responsible for the accuracy of the work you submit.
- Submitting work that doesn't reasonably reflect the student's knowledge of the material and/or the skills being assessed is a breach of Policy 60: Academic Integrity.
- More details on the Generative AI Course Policy can be found on the course shell in D2L.

### Turnitin or another originality detection software

Turnitin is a plagiarism prevention and detection 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 plagiarized.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin. Instructors can opt to have student's papers included in the Turnitin database or not. Use of the Turnitin service is subject to the terms-of-use agreement posted on the Turnitin 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. Students who choose not to have their papers screened for textual similarity review by turnitin may be required to submit additional work with their research essay. For example:

- an annotated bibliography of each source used in your paper; and/or
- the first few pages of each cited source used in your paper

**Topics and Course Schedule – Subject to Change (refer to D2L for updates)**

During each class there will be participation activities, individually or as a group. These will not be graded but will be a component of classroom contribution / participation. The classroom activities will vary each week and will be defined in class.

Week	Date	Topic	Readings	Assignments
1	Jan 13	Introduction Entrepreneurs	Ch. 1	
2	Jan 20	Competitive advantage	Ch. 2 & 4	
3	Jan 27	Business plans	Ch. 5	
4	Feb 3	In-class quiz (& panel discussion? TBD)		<b>In-class quiz</b> on chapters 1, 2,4 & 5.
5	Feb 10	Marketing / Distribution	Ch. 6 & 7	Individual assignment due by 11:59PM Feb 9
Reading Week				
6	Feb 24	Human resources & Legal Issues	Ch. 9 and Ch. 10	Class will be online.
7	March 3	Operations management	Ch. 12	
8	March 10	Financial statements	Ch. 13	
9	March 17	In-class quiz		<b>In-class quiz</b> on chapters 6,7,9,10,12, 13.
10	March 24	Sources of funding	Ch. 14	
11	March 31	Presentation of group projects		Complete D2L online self- assessment of chapter 14 by 5:59PM March 30. Group projects due 11:59 March 30.
12	April 7	Presentation of group projects		

## Evaluation

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.

## Assessment Weighting Breakdown

Component	Percent of Final Grade	Comment
Group Project	30%	Group grade
Quiz 1	15%	
Quiz 2	16%	
Participation	20%	To be defined in more detail each class
Individual Assignment	17%	
D2L Self assessment (ch. 14)	2%	
TOTAL	100%	

## Quizzes

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. If anyone requires accommodation for the quizzes, please email the instructor well in advance to ensure arrangements can be made in time.

### **Group Project** (written report and presentation for a total of 30%)

Presentations will occur over the last two class weeks. The grade for the written report and presentations will be based on your team performance; therefore you and your teammates will share the grade. There will be a peer evaluation sheet that you should fill out before the end of the semester.

### **Individual Assignment** (17%)

The assignment will be discussed in class and posted on D2L. The assignment requires students to identify and evaluate a business idea, which requires little or no capital, and that a university student could start and operate.

## D2L Self-assessments

Since the last chapter is being covered after the two quizzes have been completed, there is an opportunity for students to self-assess by completing a small number of multiple-choice questions on D2L over a span of multiple days.

## Participation (20%)

Participation will be based on attendance AND contribution during class. Just showing up for class is not sufficient. Details on expectations for contribution will vary by class and will be outlined at the start of each class.

## Additional Comments

- 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.
- It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.

## University Policies

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Students are reminded that they 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 <https://www.torontomu.ca/senate/policies/>. In Person Examinations

## Department Policies

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### 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

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- [The University Libraries](#) provide research [workshops](#) and individual consultation appointments. There is a drop-in Research Help desk on the second floor of the library, and students can use the [Library's virtual research help service](#) to speak with a librarian, or [book an appointment](#) to meet in person or online. [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 radio button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request.

For extenuating circumstances, Policy 167: Academic Consideration allows for a once per semester 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. Absences more than 3 days in duration and those that involve a final exam/final assessment always require documentation. Students must notify their instructor once a request for academic consideration is submitted. See Senate [Policy 167: Academic Consideration](#).

- 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](#).
- Information on Academic Integrity 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, students should register with the Access Centre and consult the online information provided at [Access TMU - Accessibility - Toronto Metropolitan University \(TMU\)](#) .

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.

### 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](#)
- Learn about [Policy 159: Academic Accommodation of Students with Disabilities](#)

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

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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@torontomu.ca](mailto:csdc@torontomu.ca)
- Consent Comes First – Office of Sexual Violence Support and Education: 416-919-5000 ext: 553596 or email [osvse@torontomu.ca](mailto:osvse@torontomu.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](#).