BUS 335AB-001  Small Business Start-up and Management  
CRN 10274 Winter 2018 Classes: M&W  8:30-9:45 in ED616

Professor: Dr. Aldene Meis Mason, PhD, FCMC  
Office: ED 524.7  
Phone: 306.337.2381 office, 306.789.6578 home (please don’t call after 9:00 PM)  
Office hours: Call, email or drop in or set up a time to fit our schedules.  
Course web: UR Courses at http://www.uregina.ca/urcourses/  
e-mail: through UR Courses or aldene.meismason@uregina.ca

Please use scents responsibly. Do not apply perfume, cologne, or hand cream just before or while in our classroom or in my office.

1. COURSE DESCRIPTION:

Students gain an understanding of how to establish and manage a small business. When completed students should understand the nature and role of entrepreneurship in the economy and the critical factors involved in launching and managing a small business.

Prerequisites: Completion of 30 credit hours of university studies.

2. COURSE METHODOLOGY:

This course is delivered face-to-face. It involves required readings, video and case analysis, and participation in the weekly business simulation. Students will be graded on class contribution, individual assignments, mid-term and final exams, and performance on the business simulation.

3. LEARNING OBJECTIVES:

- Discuss the importance of entrepreneurship and small business in Canada
- Describe considerations in deciding to start a small business
- Explain how to evaluate a business opportunity
- Discuss considerations in deciding whether to buy a business or to franchise
- Determine appropriate small business financing.
- Establish a marketing plan.
- Describe how to manage the marketing mix.
- Effectively manage the finances.
- Effectively manage small business operations.
- Illustrate effective human resource management.
- Describe how to deal with common problems associated with managing a growing business and outline an expansion plan
- Discuss the critical considerations in transferring or closing a small business

4. COURSE MATERIALS:

Business Simulation: *Entrepreneur, Start and Manage a Small Business*, Interpretive Simulations. (All registered students will automatically be enrolled. Students will be charged for the simulation through Financial Services.)

Two additional cases (not in our textbook) will be used. Students will be charged for these through Financial Services if copyright fees are necessary.

5. **EVALUATION:**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Analyses (individual) (3)</td>
<td>15</td>
</tr>
<tr>
<td>Contributions (individual)</td>
<td>10</td>
</tr>
<tr>
<td>Mid-term on Feb. 26</td>
<td>15</td>
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<tr>
<td>Business Simulation</td>
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<tr>
<td>Company outcomes</td>
<td>15</td>
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<tr>
<td>Company report (Due Apr. 2)</td>
<td>15</td>
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<tr>
<td>Final exam (individual) April 23: 9 AM to noon</td>
<td>30</td>
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<tr>
<td>Total</td>
<td>100</td>
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**Bonus 2% for participation in research or community service**

**Case Analyses (15 marks)**

Complete the 3 case assignments in hardcopy, typed, 11 point Times New Roman font, single line spacing, 1 inch margins, 8 ½ x 11 paper. Please put your name and student number at the top of each page. Email your completed analysis before class. Bring a copy to class use another colour of ink and add to it during the class discussion. Hand in your revised copy at the end of class. I look at each completed report and ask whether there has been a professional effort put forth and if learning occurred.

If you must miss assignment deadlines due to a serious medical or other problem, then you MUST contact the professor prior to due date to re-schedule. A doctor's certificate or other documentation may be required.

**Class Contribution (10 marks)**

As this class is based on experiential and case work, your class contribution is very important. I mark this for each class on a scale of 0 to 4 (if you are not in class, it is worth 0). Attendance is taken each class. Students missing more than 4 classes will receive 0 for participation. Please use your name card and sit according to our seating plan. You may choose to talk in-class or contribute to the topical discussion forums. **How do you make a contribution?** Summarize the discussions, ask key questions, make observations that integrate concepts and theories, present solutions to assignments, describe your relevant personal experiences, and share items of interest from the internet or media. Remember to listen with an open mind. You may respectfully disagree with the instructor or others when the different perspective assists in exploring a concept, theory, issue or practice. By extension, participation is not continuously dominating class and group discussion. I will ask those who speak out more frequently to allow other students to make contributions. I will also make cold calls to students.

If you would like to speak up in class but find this difficult, please send me an email so we can discuss this further. I will then send you a question to prepare ahead of time for a few classes. Learning to speak out in front of your peers now is important to prepare for future classes and your success in the workplace.
For ideas on how to improve your participation/analysis in case classes, Ivey published a book *Learning with Cases* by Louise A. Mauffette-Leenders, James A. Erskine, Michiel R. Leenders. See also the reading from Senge on Mental Models from the *Fifth Discipline* (on our website).

**Business Simulation**

a) **Company Outcomes (15 marks)**

I use a balance scorecard approach to rank the company performance at the end of stimulation. Criteria will be communicated in class and on our UR courses site.

b) **Company report (15 marks)**

You will write a 10 page report which discusses your company, its policies, decisions and the interactions of the variables which led to the overall performance. The page count does not include the title page, table of contents, executive summary, references, tables and exhibits. Typed, 11 point Times New Roman font, 1 1/2 line spacing, 1 inch margins, 8 ½ x 11 paper. Please put your name and student number at the top of each page. Please submit both an electronic and hard copy. It is helpful to maintain a journal from the start of the class.

**Midterm (15 marks) and Final Exam (30 marks)**

Examinations are closed book. They consist of a mixture of multiple choice, discussion questions and case applications. These are based on the material covered in the readings, assignments, cases, classes and simulation.

- If you miss the midterm, the weighting of the final exam will be increased. No alternate exam or assignment will be offered (unless this is required by duty to accommodate and is accompanied by a doctor’s note).
- Your professor is not allowed to reschedule final exams. Please see the Business Administration Office. Permission will be given only in exceptional circumstances. Procedures regarding final exams are in the University of Regina general calendar. Please note that not regularly attending class will result in you being unable to write the final exam.
- There are no rewrites on exams.

**Community Service or Research Participation – Bonus Marks 2%**

Students may receive 2% credited toward their final grade by volunteering for 7.5 hours with a community organization (on or off campus). The sign off sheet for the community service is on our UR courses web site.

Or, students may receive up to 2% credited toward their final grade by volunteering as a participant in a research project. For more information about our Faculty Participant Research Pool, current research participation opportunities, and how to register, please visit the faculty website.

**6. KEYS TO LEARNING:**

You will maximize your learning in this class if you:

- Prepare thoroughly for each class. Look at the learning objectives. Carefully do the readings before you complete the assignments. Remember to frequently review your notes. By doing this, you will be well-prepared for the video discussions, case analyses/discussions, the business simulation, and the exams.
- Attend classes. Be on time so as not to disturb to your colleagues. Catch up missed material
from other students. Exams may use all text, materials on UR course, simulation, videos and in-class content (including guest speakers). In accordance with University policy, regular attendance is required to write the final exam.

- Participate in class activities. You can do this by summarizing, asking key questions, making observations that integrate concepts and theories, presenting solutions to assignments, describing your relevant personal experiences, bringing items of interest from the internet or media. Remember to listen with an open mind. You may respectfully disagree with the instructor or others when the different perspective assists in exploring a concept, theory, issue or practice.

- Devote an appropriate amount of preparation and study time to this course.

7. ACADEMIC INTEGRITY (PLAGIARISM OR CHEATING):

Organizational members are expected to operate ethically. This ethical standard applies to all members of the Hill Business School – faculty, staff and students. As a professional Fellow Certified Management Consultant and registered in Saskatchewan, I am also bound by the Code of Ethical Principles and Rules of Conduct of my professional organization.

Students enrolled in Business Administration courses at the University of Regina are expected to adhere rigorously to principles of intellectual integrity. Plagiarism or cheating on examinations and assignments is a serious offence that may result in a zero grade on an assignment, a failing grade in a course or expulsion from the University. For more information on this important matter, please consult the University of Regina Undergraduate Calendar and the handout on Academic Misconduct provided by the Hill Business School.

The library’s website also provides information on sourcing and quoting ideas, models, artwork, etc. Some examples of academic misconduct include:

- Having another person represent you in class and/or in an exam.
- Representing as your own work, work done in whole or in part by any other person, even if that person is not in the course or is not a student at the University of Regina.
- Allowing your computer account to be used by another person.
- Using textbooks, course notes, past exams, personal computing devices, cell phones or any aids not approved by the instructor during an examination.
- Failing to take reasonable measures to protect your answers from use by other students on an assignment or in an examination.
- Stealing or destroying the work of another student.

8. NEED FOR ACCOMMODATION:

I will be pleased to work with you regarding accommodations as outlined in your Accommodations letter provided by the Student Accessibility Office. Let me know early, if you require modified power points and handouts, separate exam space or use of adapted equipment.

9. RESPECTFUL LEARNING ENVIRONMENT:

The University of Regina promotes a learning, working and living environment which is respectful and free of harassment and discrimination. If you have concerns about any conduct occurring in Bus 335AB, please discuss this with Aldene Meis Mason. Also refer to http://www.uregina.ca/hr/hdpo/understanding-and-recognizing and its accompanying websites for
more information. For other assistance please contact Ian MacAusland-Berg at the Conflict
Resolution, Harassment and Discrimination Prevention Office 585-5400; Riddel Center 251.14.

10. UNIVERSITY POLICIES AND PROCEDURES:
The University of Regina Undergraduate Calendar 2016-2017 contains important information about
the policies and procedures for courses and examinations. The official version of the Calendar is
available on the University website.

11. TENTATIVE CLASS SCHEDULE:
Please carefully follow our topics and refer to the preparation and simulation decisions on our
UR courses BUS 335AB website for more detail! I reserves the right to substitute other cases.

| Jan. 8 | Introduction to Course; Role of Entrepreneurship & Small Business  (Ch. 1)
|        | Prep: Read Ch 1 Text, Video for Discussion Bright Lights, Deep Water
|        | Ask 3 small business owners about their projections for the future of small
|        | business. What problems and opportunities do they anticipate? Be prepared to
discuss your findings Jan. 10. |
| Jan. 10 | The Small Business Decision  (Ch. 2)
|        | Advantages & disadvantages of owning an SME; attributes of successful enterprise
|        | owners; reasons for business success/failure
|        | Prep: Read Ch. 2 Text & Complete the BDC Entrepreneur Suitability Checklist,
|        | Video for Discussion Java Nook
|        | Sir Richard Branson How to Start A Business (30 min.)
|        | Read Student Guide for Simulation and complete multiple choice quiz. |
| Jan. 15 | Simulation Start up & Open for Practice
|        | Read Entrepreneur Student Manual and Entrepreneur Case for Simulation and
|        | complete multiple choice quiz |
| Jan. 17 | Evaluation of a Business Opportunity (Ch. 3)
|        | Prep: Read Ch. 3 Text, Video for Discussion Beer Mitts |
| Jan. 22 | Evaluation of a Business Opportunity (con’t)
|        | Simulation Decision 1 Start Up Decisions are due by 11:50 PM Today. |
| Jan. 24 | Organizing a Business (Ch. 4)
|        | Prep: Read Ch. 4 Text and the two business plans om Appendix 4B |
| Jan. 29 | Financing the Small Business (Ch. 6)
|        | Prep: Read Ch. 6 Text
|        | Simulation Decision 2 and Incident are due by 11:59 PM today. |
| Jan. 31 | Financing the Small Business (con’t)
|        | Bricolage, Bootstrapping & Hijacking
|        | Prep: Read the note on Bricolage and Bootstrapping and analyze case 2. |

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<tr>
<th>Date</th>
<th>Topic</th>
<th>Preparations</th>
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<tbody>
<tr>
<td>Feb. 5</td>
<td>Marketing Management (Ch. 7)</td>
<td>Prep: Read Ch. 7 Text, Video for Discussion Julie Aurora. Watch Clay Christenson and read the article discussing market segmentation. What is the job the product is doing? Simulation Decision 3 and Incident are due by 11:50 PM today.</td>
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<tr>
<td>Feb. 7</td>
<td>Marketing Management (con’t)</td>
<td>Prep: Analyze case 3.</td>
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<tr>
<td>Feb. 12</td>
<td>Managing the Marketing Mix (Ch. 8)</td>
<td>Prep: Read Ch. 8 text, Video for Discussion Bijoux Bead. Simulation Decision 4 and Incident are due by 11:50 PM today.</td>
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<td>Feb. 14</td>
<td>Managing the Marketing Mix (con’t)</td>
<td>Prep: Read Guerilla Marketing and analyze case 4. Simulation Decision 5 and Incident are due by 11:50 PM today.</td>
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<td>Feb. 19-25</td>
<td>Winter Break No Classes</td>
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<td>Feb. 26</td>
<td>Mid term exam</td>
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<tr>
<td>Feb. 28</td>
<td>Financial Management (Ch. 9 )</td>
<td>Prep: Read Ch. 9 Text, Video for Discussion Baron of Beer. Simulation Decision 6 and Incident are due by 11:50 PM today.</td>
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<tr>
<td>Mar. 5</td>
<td>Financial Management (con’t)</td>
<td>Prep: Complete assignment. Simulation Decision 7 and Incident are due by 11:59 PM today.</td>
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<tr>
<td>Mar. 7</td>
<td>Operations Management (Ch. 10 )</td>
<td>Prep. Read text Ch. 10, analyze case 5. Simulation Decision 8 and Incident is due by 11:50 PM today.</td>
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<td>Mar. 12</td>
<td>Operations Management (con’t)</td>
<td>Prep. Reading on Lean Management Experiential Activity: Lean Application Simulation Decision 9 and Incident are due by 11:50 PM today.</td>
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<tr>
<td>Mar. 14</td>
<td>Human Resources Management (Ch. 11)</td>
<td>Prep: Read Ch. 11 text. Simulation Decision 10 and Incident are due by 11:50 PM today.</td>
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<td>Mar. 19</td>
<td>Human Resources Management (con’t)</td>
<td>Prep: Analyze case 6. Simulation Decision 11 and Incident are due by 11:50 PM.</td>
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<tr>
<td>Date</td>
<td>Event</td>
<td>Notes</td>
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<td>Mar. 21</td>
<td>Management Help: Mentors, Boards of Advisors or Directors, and Tax Assistance</td>
<td>Prep: Read Ch.12</td>
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| Mar. 26 | Managing Growth (Ch. 13)                                              | Prep: Read Ch. 13 Text, Video for Discussion *Sugar High*  
  *Decision 12 and Incident are due by 11:50 PM.* |
| Mar. 28 | Managing Growth (con’t)                                               | Prep: Analyze case 7. |
| Apr. 2  | Buying a Business & Franchising (Ch. 5)                               | Company Report Due  
  Prep: Read Ch. 5 text, Video for Discussion *Bulldog Interactive Fitness* |
| Apr. 4  | Buying a Business & Franchising (Con’t)                               | Prep: Analyze case 8. |
| Apr. 9  | Managing the Transfer of a Business                                  | Prep: Read Ch. 14, Analyze case 9. |
| Apr. 11 | Wrap Up                                                              |       |
| April 23| Final Exam 9 AM – noon                                               |       |
Feeling Stressed? Always worried?

Some stress is normal when you’re going to university but 1 in 5 students will suffer from enough distress that they would benefit from counselling.

**What can I do?**

The U of R offers several counselling services free of charge for students at the U of R. These sessions are confidential and easy to access for students – simply go to the second floor of Riddell, Room 251 to make an appointment.

**When should you go?**

Knowing when to schedule an appointment can be tough. Some common issues you might need help with include test anxiety, if you’ve experienced a trauma like losing a family member or a close friend, or if you’ve recently ended a relationship.

If the feelings you’re experiencing are more intense and severe counselling services can also provide urgent service within 3 days and referrals as needed.

**What options are available for me?**

*Personal Counselling* – This is a great option if you’d like one on one attention for things like anxiety and panic, relationship conflict, depression, grief and loss, academic issues, body image and substance abuse. Up to 5 sessions are free per semester. Try it – talking about your problems can be more helpful than you might think!

*Group Counselling* – Simply put, you’re not alone. Many students are experiencing the same things as you. The U of R offers a wide variety of group counselling opportunities that can help teach many skills for managing your mental health, including: Meditation and relaxation, Healthy relationships, Stress Management and Self-Care.

**But I can’t afford counselling…**

Seeking counselling doesn’t have to be cost prohibitive. Many students can benefit from the 5 free sessions offered by the University as a benefit of being a student.

If you need more sessions make sure you contact URSU and visit [www.iHaveAPlan.ca](http://www.iHaveAPlan.ca). Many expenses that are related to mental health, including going to a psychologist, are partially covered by your Student Health and Dental Plan!

**What else can I do?**

Self-care - taking better care of yourself, can help you out. Eating better, working out, smoking and drinking less and balancing school with fun can all help with mental health!

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**Have a problem but don’t know how to fix it?**

**URSU’s Student Advocate can help you free of charge!**

- Academic Appeals
- Disciplinary Appeals
- Student Loan Appeals
- Emergency Bursaries
- Notary Public
- Rentalsman Appeals
- E-mail advocate@ursu.ca to schedule an appointment today!