COURSE OUTLINE AND SCHEDULE

COURSE DESCRIPTION

This course will enable students to develop a business opportunity analysis into a fully developed business plan. Students will work on their own business ideas, bringing them to a level where financial institutions and venture capital sources would be interested. Students are recommended to complete BUS 314 and BUS 394 prior to registering for this course. ***Prerequisites: Business Administration students: BUS 302 (or ADMN 302) and BUS 304; Science, Engineering, and Education students: Completion of a minimum of 90 credit hours of university studies.***

Students will enter the class after honing their entrepreneurial and business knowledge and skills, and developing self-awareness of their strengths and capacities. The class setting will serve as a mini-incubator, leveraging classroom peers’ capabilities and knowledge and the professor’s expertise, and drawing upon subject experts to provide feedback and advice at critical points in the business planning process. Guest speakers, cases and concepts will be utilized to allow the student to better understand the exciting and challenging realities of entrepreneurship and managing new ventures.

The class will also be highly useful to students seeking future business support roles in accounting and finance.

LEARNING OBJECTIVES

Through discussion, cases, the opportunity journal, projects and resource materials, students will be able to:

1. Assess opportunities and recognize scalable, viable concepts
2. Apply a business model to move a viable concept towards being feasible
3. Integrate previously learned business knowledge into developing a new enterprise start-up
4. Implement all aspects of the business planning toolkit and understand the interconnectivity
5. Assess and critique business plans
6. Develop a comprehensive, high quality business plan that could attract funding
7. Connect with entrepreneurial mentors and the business community.

RESOURCES


GRADING

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Business Plan Concept Memo (Due Jan. 24)</td>
<td>5%</td>
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<tr>
<td>Concept Presentation</td>
<td>5%</td>
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<tr>
<td>First Part of Plan (Due Feb. 28)</td>
<td>10%</td>
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<tr>
<td>Second Part of Business Plan (Due March 28)</td>
<td>15%</td>
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<td>Full Business Plan (April 11)</td>
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<td>Opportunity Journal (Part 1 due Feb. 14, Part 2 due April 4)</td>
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<td>Final examination</td>
<td>30%</td>
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<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Bonus 2% for Research Participation or Community Service

COURSE DELIVERABLES

1) Business Plan/Opportunity Identification

To manage the workload better, you will be submitting your business plan in stages – marketing, financials, and full plan. Each section will build towards the final business plan. Any suggestions and corrections to each section will be incorporated into a final business plan document.

1.1 Proposal for Your Business Plan (Due Jan 24)

You will submit a 2 page Memo (double spaced) outlining your proposed topic for the Business Plan. This will include an outline of a new business venture concept and why the venture is needed in the current environment and market. The memo format is:

**MEMO**

To: Dr. Aldene Meis Mason  
From: [You]  
Re: [Subject]  
Date: [Date submitted]

[Start Body of memo…]

There is no signature (e.g., no “Sincerely”, etc.). Marks will be deducted for incorrect format.
Outline briefly your concept and provide detail on how it meets customer needs, and also describe the market and its attractiveness, and demonstrate what is unique about your business. Discuss your concept with two entrepreneurs, summarize their feedback in one page and incorporate their feedback prior to your submission. You will also make a 3 minute presentation to our class.

1.2 Business Plan Part A Submission (Due Feb. 28)

You will submit Part A of your business plan. This is to done to ensure you are on track with the project.

- Company Description
- Product/Service Description
- Industry Analysis
- Market Analysis
- Sales and Promotion Approaches
- Operations

After marking, you will incorporate changes / suggestions into the final document. This section will form a key part of the “story” that makes up the business plan.

1.3 Business Plan Part B (Due March 28)

You will submit the second part of your business plan to help you further refine the final product.

- Funds Required & Uses
- Pro Forma Financial Statements

After marking, you will incorporate changes / suggestions into the final business plan and modify to reflect any changes in your business concept. This section will form a key part of the plan.

1.4 Full Business Plan (Due April 11)

CONTENTS OF BUSINESS PLAN

Please use the numerical formatting. Your business plan must use the following format:

- Letter of Transmittal
- Title Page
  - Business name; its address, phone numbers and email; CEO Name, version date
- 1.0 Executive Summary
  - 1-2 pages in length; generally one paragraph for each of the sections; summary pro forma income statement. Note: This should be able to stand alone.
- 2.0 Table of Contents
List of headings & sub headings, exhibits & appendices with page numbers

3.0 Introduction
Plan’s objective; listing of advisors; who prepared plan, confidentiality notice

4.0 Company Description
Name & business concept; NAICS/SIC code; brief history & major achievements of business (if any), ownership & legal structure; mission, goals, milestones

5.0 Product/Service Description:
Opportunity, how will deliver value, value proposition, product/service description; stage of development & life span, product/service positioning relative to competitors; any proprietary & legal aspects, future products/services

6.0 Industry Analysis
Industry description; industry size & composition; growth, structure, financial characteristics, attractiveness, trends & opportunities industry, comparative ratios & key success factors

7.0 Market Analysis
Target market(s) and goals; market size, growth & trends and seasonal patterns; target markets (who and where customers are); market share; customer needs and buying behavior, competitors today and in future

8.0 Marketing Strategies
Overall marketing strategy; pricing strategy; marketing plan (advertising & promotion, channels of distribution); sales process, sales forecasts (realistic & scaled, outlines units sold by category and average sales prices)

9.0 Operation
Describe location, facilities, space, traffic flow, access, parking, fixtures & equipment, human resources, regulations, permits, licenses, inspections affecting business and how & when these are addressed

11.0 Management Team
Management structure; key personnel titles, responsibilities & qualifications; compensation; principal shareholders of the business, principal advisors & members of your Advisory Board or Board of Directors, strategic partners

12.0 Funds Required & Uses
Start-up costs (or expansion costs); funds raised & funding requirements (how will the funding be used); outline proposed terms of investment, the potential return to the investor, and what benefit is being provided; overview of current financial structure; future funding requirements.

13.0 Financials
Pro forma income statement; monthly and annual cash flow statement; pro forma balance sheet; break-even & key ratio “dash board” analysis; assumptions & risks; due diligence

14.0 Implementation Schedule:
Overall schedule of what needs to be done to launch the business and the timing required to bring it about; Major problems and risks that you will have to deal with Describe key problems & risks then how you will avoid, fix or minimize these - critical assumptions; factors that need to happen if your venture is to succeed as currently planned e.g. Market Interest & Growth Potential, Competitor Actions & Retaliation, Operating Expenses, Availability and Timing of Financing Describe Worst Case Scenario – What’s salvageable?
More credible if identified weaknesses & addressed these by reasonable & thorough solutions

15.0 Appendices (as needed):
Detailed resumes of management team, product literature & photographs, names of possible customers & names of possible suppliers, consulting reports & market surveys; copy of legal documents such as leases, franchise & licensing agreements, contracts, licenses/permits; patents/trademark registration; articles of incorporation; publicity material; letters of reference; other such as floor plan, product/service specifications; design drawings, etc.

You will have made changes / enhancements from the feedback on the smaller assignments. Your business plan will be approximately about 40 of one-one/half line spaced pages, plus any appendices. (Financials and tables are single line spaced). Submit in both print and electronic format. Prior to submitting your final business plan to the instructor, please ask two entrepreneurs to review it and provide suggestions for changes.

When you submit your final business plan please include the list of suggested changes from the two entrepreneurs.

The Faculty would like to build a repository of business plans to have available for use in classes. With your permission, we would consider adding your business plan (removing any personal references and any Intellectual Property). We could acknowledge your authorship of the plan. You may be approached at the end of the semester about being part of the repository.

2) Opportunity Journal  (Part 1 due Feb. 14, Part 2 due Apr. 4)
Each chapter in the text closes with a series of reflective points. Capture your thoughts as you reflect on what these mean to you and your potential venture. As you work on your business plan or do other readings, you may also reflect on your learning. See our website for more information on reflection as a skill.

3) Community Service or Research Participation – Bonus Marks Max. 2%
You may receive up to 2% credited toward your final grade by volunteering as a participant in a faculty research project. For more information about the Faculty Participant Research Pool, how it works, classes that are eligible for research credits, current research participation opportunities, and how to register, please visit the faculty website.
OR You 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.

4) Final Exam:
The final exam will require you to analyze a short business plan and make recommendations for improvement.

5) Documents Produced:
While each assigned task may have specific requirements, all written submissions will be typewritten 1 ½ line-spaced, with an 11 pt font (unless specified), and page numbered. Margins should be 2.5 cm (1”). Also, note to improve readability use left justification of text. Marks will be deducted for poor writing style, poor grammar, and spelling errors. Each page (except the different first page should have a header with the document title and your name.

Please note all assignments will be submitted electronically in Word format. The instructor’s comments will be added to the electronic file and returned to you electronically.

6) No Late Assignments:
Late assignments are not accepted and will be assigned a mark of 0%. Your assignments will be handed in on the assigned class date at the start of our discussions. If you are going to be late because of illness or the need to accommodate please email me - I may ask for the appropriate supporting information such as a doctor’s note.

BEING SUCCESSFUL IN THIS COURSE

Do the required readings as you will miss the background, context, and details on the concepts, as well as useful examples. Complete the analysis of the assigned cases. Keep up on your Journal. Students do well if they understand and integrate the concepts. More importantly, enhancing your effective oral and written communication skills and critical thinking capacity will increase your success.

This is a highly integrative class and students will use extensive content from the prerequisite and other classes. Lots of time is needed for project and exercises. The business plan is a very heavy workload; it is several times the workload of a typical class project / paper. So start early. Work with the Business Librarian on your opportunity, industry and market analysis.

CITATIONS

All assignments must have sources properly referenced. If you use others’ work and/or concepts, you must cite your information properly. For this class, we will use the APA style of citations. The APA style is used to keep text readable and free of disruptions, and also eliminate footnotes. The concept uses brief parentheses, such as (Author last name, page if quoting) within a sentence to refer to an alphabetical biography. If there is more than one bibliography listing from the same author(s), you would also use a year (e.g., 2008) reference. Many academic web-sites provide more specifics on the APA citation style, but some examples are:

1) Book – Single Author: Author (last name, first name). Book Title. Publisher City:
Refer to the University of Regina Library website for additional information on APA Style.

**WRITING ASSISTANCE**

Proper grammar and effective writing skills are essential to your success in a work environment and in this class. You may seek free writing assistance from the Student Development Centre (www.uregina.ca/sdc) or via access to the Online Writing section on their web-site.

**SPECIAL NEEDS**

I will be pleased to work with you regarding the accommodations outlined in your letter from the Accessibility Office. Let me know early, if you require modified power points and handouts, separate exam space or use of adapted equipment. Contact the Coordinator of Special Needs Services at 585-4631 (Room 251.15, Riddell Centre) or via e-mail: disability@uregina.ca.

**RESPECTFUL LEARNING, WORKING AND LIVING**

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 402, please discuss this with Dr. Aldene Meis Mason. For more information, contact: Karyn Fleck, Respectful University Services Coordinator, RC 251.14; Phone: 306-585-5400.

**ACADEMIC MISCONDUCT AND PLAGIARISM**

High professional standards of ethics and integrity are important in today’s work places and at the university. Please refer to the Faculty’s policy which will be distributed in class, discussed and posted our website. This includes adhering to Section 5.13 Student Behaviour found in the Academic Calendar. As per Faculty policy, all cheating, plagiarism, and academic misconduct will be documented and referred to
our Associate Dean Undergraduate – Dr. Morina Rennie. The library’s website 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.

As you could face serious consequences, ask me in advance if you have any questions about plagiarism or other forms of misconduct.

**SCHEDULE**

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<tr>
<th>DATE</th>
<th>CLASS TOPICS AND READING ASSIGNMENTS</th>
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| Jan. 10| Course Expectations, Introduction and Course Overview  
*This session will lay out concepts and principles for the course content and discuss the role of the entrepreneur.*  
Video: [Chapter 01: The Power of Entrepreneurship](#)  
Case: Alison Barnard (prepare before class)  
**The Entrepreneurial Process**  
Reading: Chapter 2 “The Entrepreneurial Process”  
Video: [Chapter 02: The Entrepreneurial Process](#)  
Complete the Opportunity Journals p. 33 and 75. | Review course outline  
Alison Barnard |
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| Jan. 17| **Business Plan**<br>
This session will look at the purpose, components, and fit of business plans into the entrepreneurial process, and what investors look for in business plans.  
Case Discussion: P’KOLINO case in text on pgs. 308-351. Thinking questions on page 351.  
Look at additional resources on our UR Courses website. | Reading (in advance of class)<br>Analyze Case: P’KOLINO  
Brainstorming of ideas for your plans  
Search Internet and post two (2) business plan templates to class (other than the UR Courses example) |
| Jan. 24| **Opportunity Identification, Shaping and Screening**<br>
This session review key concepts, look at methods of idea generation, examine opportunity generation, and focus on the feasibility and viability of the opportunity.  
Chapter 3 “Opportunity Recognition, Shaping, and Reshaping”<br>Video: [Chapter 03: Opportunity Recognition, Shaping, and Reshaping](#)<br>Case Discussion: Jim Poss  
Complete your Opportunity Journal pg. 112 | Concept Memo is due  
Analyze case: Jim Poss |
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| Jan. 31  | **Business Model and Lean Start Up**  
*This session will focus on improving the business value chain and leveraging competencies, and finding the right business model*  
Chapter 4  
“Understanding Your Business Model and Developing Your Strategy”  
Video: [Chapter 04: Understanding Your Business Model and Developing Your Strategy](#)  
The Lean Start up (see our website for resources) especially about building in measurements to ensure evidence based decision making so you can reshape and pivot quickly.  
Outline your business model on the Business Model Canvas. Reflect on how you can improve Revenue, Cash Flow and Profitability  
Complete your Opportunity Journal with the 4 Reflections on pg. 155  
Case Discussion: TBA | -  
Feb. 7    | **Industry Analysis, Market Research and Marketing Analysis**  
*This session will draw on past marketing classes to understand, forecast, and segment the market.*  
Reading: Chapter 5  
“Entrepreneurial Marketing”  
Video: [Chapter 05: Entrepreneurial Marketing](#)  
Case: Eu Yang Sang International  
Complete Opportunity Journal pg. 191  
Guest Presenters: | Analyze Case: Eu Yang Sang International  
Feb. 14   | **Entrepreneurial Selling and Sales Forecasts**  
*This session will focus on reaching the target market and predicting potential sales.*  
Reading: Ch. 6: “Selling in an Entrepreneurial Context”  
Case Discussion: Susan Niczowski  
Complete Opportunity Journal pg. 231  
Check out the salad selections at Save On, Sobeys, Safeway and the Co-op  
Guest Entrepreneur | Analyze Case: Susan Niczowski  
Feb. 21   | **No class Family Day and Winter Break** | Submit Opportunity Journal (Part 1)  
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<td>Feb. 28</td>
<td><strong>Pro Forma Financials</strong>&lt;br&gt;This session will focus on preparing cash budgets and pro forma financial statements, and business valuation.</td>
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<td>Reading: Chapter 9 “Building Your Pro Forma Financial Statements”</td>
<td>Submit Part A of Business Plan</td>
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<td>Video: <a href="#">Chapter 08: Building Your Pro-Forma Financial Statements</a></td>
<td>P’KOLINO Financials</td>
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<td>Case: P’KOLINO Financials</td>
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<td>Complete Opportunity Journal pg. 375</td>
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<td>Lecture and Discussion</td>
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<td>Mar. 7</td>
<td><strong>Finding Resources – The 3 F’s and More AND Debt &amp; Other Forms of Financing</strong>&lt;br&gt;This session will focus on the importance of the network around the entrepreneur for friendly financing as well approaching banks and angel investors.</td>
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<td>Reading: Chapter 10 “Financing Entrepreneurial Ventures Worldwide”</td>
<td>Case: Day One</td>
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<td>Chapter 11 “Raising Money for Starting and Growing Businesses”</td>
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<td>Chapter 12 “Debt &amp; other Forms of Financing”</td>
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<td>Video: <a href="#">Chapter 09: Financing Entrepreneurial Ventures Worldwide</a></td>
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<td>Case: Day One</td>
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<td>Complete the Your Opportunity Journal reflections on pages 410, 465. And 495.</td>
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<td>Mar. 14</td>
<td><strong>The New Venture Team &amp; Intellectual property &amp; Legal issues</strong>&lt;br&gt;This session will focus on the management team and getting missing competencies.</td>
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<td>Reading: Chapter 7 “Building the Founding Team” &amp; Chapter 13 – “Legal &amp; Tax Issues including Intellectual Property”</td>
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<td></td>
<td>Video: <a href="#">Chapter 06: Building the Founding Team</a></td>
<td>Case: ZEO, Inc.</td>
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<td>Analyze Case: ZEO, Inc.</td>
<td>Entrepreneurial Competency Inventory</td>
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<td>Complete the Entrepreneurial Competency Inventory on website</td>
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<td>What should be in a Partnership Agreement?</td>
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<td>How do you protect your intellectual property?</td>
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| Mar. 21| **Finishing the Business Plan**  
*This session will focus on pulling everything all together into a better business plan and what to look for in a great plan.*

Ensure you have two entrepreneurs review your business plan.

Discussion                                                                                                        |                                                |
| Mar. 28| **Entrepreneurial Growth and The Family as Entrepreneur**  

Video: [Chapter 14: Entrepreneurial Growth](#)

Analyze Case: Indulgence Spa Products                                                                                     | Hand in Second Part of Business Plan  
Indulgence Spa Products                                                                                                      |
| Apr. 4 | **Guest Entrepreneurs**  
**Hand in Opportunity Journal Part 2**                                                                                     | Hand in Part 2 of Opportunity Journal          |
| Apr. 11| **Business Plan Presentations**  
**Last Class**                                                                                                                | Hand in Full Business Plan                     |
| Apr. 18| **Final Exam  7 – 10 PM  Location: TBA**  
Final Exam Case will be released. You will be assessing the business plan and making recommendations. You may do your preparation and analysis and bring this to the exam along with your computers. The actual exam questions will be provided at the start of the exam on April 18. You are not to discuss the exam case with anyone. You may not access the internet for additional information. You may use your notes, texts, readings and our UR courses material. |                                                |
Feeling Stressed? Always worried?

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

What can I do?

The U of R offers several counseling 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 counseling services can also provide urgent service within 3 days and referrals as needed.

Seeking counseling 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 UR SU and visit 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, getting sufficient quality sleep and balancing school with fun can all help with mental health! (See also: advocate@ursu.ca)