

Course Outline

**Department of Marketing, International Business and
Entrepreneurship
School of Business and Economics**

**ENTR 4760-3
Small Business Management (3,0,0)**

Calendar Description

Building on ENTR 4750: New Venture Creation which takes a new small business from the planning stage to start-up, students examine how to successfully operate an up-and-running venture. Topics include problem solving and creativity; communicating with people; developing merchandising plans; operations management; marketing management; electronic commerce; managing human resources; financial management; tax management; and managing growth

Educational Objectives/Outcomes

Upon completing this course, students will be able to:

1. Explain the concepts that underlie problem solving and decision making in a small business setting.
2. Discuss the basic communication process.
3. Identify the relationship between self-confidence and leadership.
4. Describe the scope of operations management in a small business environment.
5. Demonstrate the importance of a sound merchandising philosophy.
6. Illustrate the steps in implementation a merchandising plans.
7. Apply the key concepts and tools of human resource management.
8. Explain the foundations of individual behavior within small business organizations.
9. Develop skills and measurement techniques to monitor and control productivity.
10. Critique the potential problems that success and growth can bring to the small business.
11. Discuss the importance of long-term planning and the transfer of ownership of small business.

Prerequisites

ENTR 4750

Note: Students cannot receive credit for more than one of ENTR 4760 and TMGT 4150 (C+ or higher).

Texts/Materials

Jerome A. Katz and Richard P. Green, Entrepreneurial Small Business, 2nd Edition, McGraw-Hill Irwin, 2009.

Student Evaluation

Case Studies, Projects, Assignments	20-35%
Quizzes	0-10%
Midterm	15-25%
Participation	0-10%
Major Project/Business Plan	20-50%
Final Exam	0-30%

Mid-term and final exams must not make up more than 70% of course work and group work must not make up more than 50% of evaluation.

Course Topics

Mandatory Topics

1. Problem Solving and Creativity
 - Cognitive intelligence, education and experience needed to operate a small business
 - Emotional intelligence, concentrating and intuition needed to operate a small business
 - Problem solving decision steps needed to solve various problems faced by the small business manager
2. Communicating with People
 - Basic communication process
 - Four interpersonal distances
 - Communication dimensions of establishing a relationship
3. Developing Merchandising Plans
 - Importance of sound merchandising philosophy
 - Buying organization formats and the process they use
 - Considerations in devising merchandise plans
 - Forecasts
 - Innovativeness
 - Assortment
 - Brands
 - Timing
 - Allocation
 - Category management and merchandising software
4. Operations Management
 - Methods of planning the production process
 - Management of the components of physical facilities of a small business
 - Types of layout used in small business
 - Inventory control
5. Marketing Management
 - Roles of the marketing function of a business enterprise
 - Importance of identifying and satisfying customer needs

- Importance of the external environment to the organization

6. Electronic Commerce

- What is electronic commerce and how a small business can use it
- Forms electronic commerce can take
- Advantages of electronic commerce to a small business
- Potential difficulties associated with establishing electronic commerce
- Ways to advertise on the Web

7. Managing Human Resources

- Importance of human resource management to the small business
- Methods of planning for hiring and training employees
- Skill area the owner can strengthen to improve personal leadership and people skills within the organization
- Small business payroll
- Legal requirements relating to the personnel of the business

8. Financial Management

- Fundamentals of small business accounting
- Develop and use budgets and financial planning tools
- Types of accounting systems a small business can use
- Important aspects of credit management for the small business

9. Tax Management

- Canadian tax system
- Tax management principles for the owner-manager
- Tax related programs that apply to small business

10. Managing Growth

- Problems that success and growth can bring to the small business
- Characteristics of the stages in the business life cycle
- How to sustain the business despite difficulties created by growth

Optional Topics

1. Integrating and Controlling Retail Strategy

- Integrating a retail strategy
- Four key factors in the development and enactment of an integrated retail strategy
 - Planning procedures and opportunity analysis
 - Defining productivity
 - Performance measures
 - Scenario analysis
- How industry and company data can be used in strategy planning and analysis
 - Benchmarking
 - Gap analysis
- Value of a retail audit

Methods for Prior Learning Assessment and Recognition

As per TRU policy

Attendance Requirements – Include if different from TRU Policy

As per TRU policy

Special Course Activities – Optional

Use of Technology – Optional