



**MGMT 495: MANAGING AND OPERATING SMALL,
GROWING BUSINESS**
Fall 2014

Professor: Raj V. Mahto Contact Information: Phone: (505) 277- 2423 (Office) E-mail: rmahto@unm.edu Office: ASM 2154	Classroom: GSM 117 Meeting Time: 4:00 -6:30pm Thursdays Office hours: 1:30 – 4:00am Thursday And By Appointment
--	--

REQUIRED READINGS:

1. A ***Custom Course Package***, that includes readings and cases, is available for purchase at Harvard Business School website (you can access the materials directly at <https://cb.hbsp.harvard.edu/cbmp/access/28288235>).
2. A subscription to Wall Street Journal is also required for the class. The journal has many interesting business articles/stories and a useful section for small and entrepreneurial businesses. We will be using the journal in class discussion.

STUDENT ELIGIBILITY:

Before enrolling in MGMT 495, students should have completed ENGL 102 and ECON 106 with C or better grade. As MGMT 495 builds on MGMT 324, I ask (though not required) you to complete MGMT 324 before starting MGMT 495.

COURSE OBJECTIVES:

MGMT 495 is designed to enable students to understand various functions entrepreneurs or owner managers perform to successfully manage and grow a new or small business. Resource constrains, that such ventures face, make the job of entrepreneur(s)/manager(s) extremely challenging. An entrepreneurial approach is required to manage such ventures. To prepare students to assume leadership roles in such ventures, following topics will be covered in this course:

- Managing Customers (Customer Relationship, Pricing and Promotion, and Supply Chain Management)

- Managing Internal Operations (Leadership, Managing Human Resources, and Production Management)
- Managing Numbers (Financial Performance, Firm Assets, and Financial Risk)

Another critical skill that entrepreneurs or owners require to effectively manage a small and/or growing venture is good communication. To enable students to sharpen communication skills, especially writing and presentation skills, a substantial component of class assignments and grade is based on written cases and presentations. In addition, a significant portion of student grade is based on their contribution (participation) to class discussions.

Even though I would like everyone enrolled in this course to become an entrepreneur one day, this might not be the case. This course will benefit not only students interested in becoming entrepreneurs, but also those interested in pursuing other career paths.

CLASSROOM POLICY:

1. This is a fun class but you have to be prepared to enjoy this class. Unless prepared for class lectures, it will be difficult for you to learn concepts discussed in the class and enjoy the class. Review assigned reading before coming to class. I will randomly call on students during the class session to contribute to the class discussion. Students earn participation points during class sessions by demonstrating knowledge of assigned class materials.
2. Smart Devices – Avoid using laptop computers, smartphones, and tablets during lectures without instructor permission. Please keep your cellphones on vibrate or silent mode to minimize distraction in classroom.
3. Please cite the source of any information you use in your individual and group assignments. Also, maintain a copy of these sources for me, I might ask you for it.
4. Any student or team with plagiarized material will automatically receive an “F” for the class. The student will also be referred to the university disciplinary committee for further action. Please refer to the Anderson School of Management’s academic honesty code policy.

ATTENDANCE POLICY:

A major portion of course grade is class participation. It is mandatory that you attend all class sessions. If you are late (more than 10 minutes) or absent (unexcused) for more than two classes, I reserve the right to dismiss you from the course with an assigned grade of F. Assignments must be turned in either on or before the due date. Plan ahead, meet with your instructor (or class group) when you see a conflict arising, and work

around the conflict. If proof of an emergency is provided, at my discretion I may accept a late assignment (though with a reduced score).

TEAMS:

Team project is an essential element of this course. Each team consists of 4-5 members. As soon as you know your team, exchange contact information and your schedule to plan for the semester. For the effective functioning of team it is important that you become familiar with each other.

You are required to contribute to every group assignment. Peer evaluation is used to assess each student's individual grade for group projects. In peer evaluation you will assess each team member's participation and contribution to the project. The evaluations are confidential and accessible only to the instructor. If you do not turn in the evaluation form in a timely manner then I will assume that you did not participate and contribute to your team's assignment. **Please be advised: If your team members decide to fire you from the team then I reserve the right to dismiss you from the course with F grade.**

COURSE GRADE AND STUDENT EVALUATION:

Your final course grade is based on your performance on following exercises:

Class Participation: 20 Points

You will receive 1/2 point for every class session that you arrive on time and remain present during the whole session. You can receive a maximum of seven points just by attending all class session. Additional points may be earned by making substantial contribution to class discussions through your comments. Your comments should indicate that you have read the assigned materials and done extra research on it. You can earn three points per session, with a maximum of 15 points over the whole semester.

Quizzes: 15 Points

Four random quizzes (each worth five points) will be administered during the semester. Three best scores on these quizzes will be counted towards your final grade. Each quiz will last from 5 to 15 minutes. The quiz may address material from the assigned chapter/case for that session and/or material discussed from the previous session. **(Note: You may miss the quiz if you are late by more than 5 minutes).**

Individual Assignment: 15 Points

In this assignment, you will analyze a case from the syllabus and prepare a written report summarizing your analysis and recommendations (for the business). Prepare case analysis without any external help. However, you are free to discuss your thinking and opinion with your colleagues. The double spaced written report (12-point font and with

1” margins) should not exceed five pages. You can attach as many exhibits as you would like. These exhibits will not be counted as part of your five pages of text. Instruction for preparing case analysis will be posted on UNM Learn course site.

Field Project: 50 Points

In this group assignment, students will start and operate a virtual small business. Each student team will have option to start a venture in one of the three assigned industries. Team will be responsible for doing market research, planning grand opening strategy, manage operations, and report performance. Teams will make an informal five minutes presentation about their venture to class every two weeks. Project details and instructions will be available on August 28th.

CHANGES TO SYLLABUS:

I reserve right to make future changes in this syllabus. I will give you two weeks notice for making any change in this syllabus.

GRADING

I will use a modified curve to assess student grades in this course. The curved grading allows me to adjust a student’s grade according to the class performance. For example, a best score of 85% out of a maximum possible 100% would mean that no student receive grade higher than B according to the straight grading method. The use of curved grading addresses this problem. In the curved grading method, the best score becomes the new benchmark and the individual student grades are adjusted accordingly. However, curved grading does not allow a grader to distinguish between a better versus average performing classes. As a result, I reserve the right to skew the curve up or down based my assessment of entire class performance.

In order to evaluate student performance more accurately, I will use plus/minus grading. This class does not have the option of extra credit or project “re do”.

COURSE OUTLINE

1. August 21 INTRODUCTION: COURSE OVERVIEW

Course Overview

- Classroom Objectives
- Course Format
- Virtual Startup

Activity: Assembling the Startup Team

2. August 28 WHAT IS ENTREPRENEURSHIP?

Case: Sawchyn Guitars: Can an Old Business Learn New Tricks?

Reading: Five Stages of Small Business Growth
Small Business is not a Little Big Business

3. September 4 SUCCESSFUL VS. UNSUCCESSFUL SMALL BUSINESS

Case: The Fish Whisperer

Reading: Why Entrepreneur's Don't Scale

4. September 11 GUEST SPEAKER/START-UP

Guest Speaker: TBA

1st Status Report Presentation

5. September 18 CUSTOMER MANAGEMENT

Lecture: Building Customer Relationships

Reading: The Contribution Revolution: Letting Volunteers Build Your Business.

Case: FastLane Technologies Inc.

6. September 25 HUMAN RESOURCE MANAGEMENT

Theory: Note on Hiring and Selection Process

Case: Premium Soft: Managing Creative People

2nd Status Report Presentation

Due: Individual Assignment

7. October 2 MARKETING & PROMOTION

Case: Babeze in Arms Doula Center

Exercise: Instructor and Course Evaluation

8. October 9 FALL BREAK

HAVE A GOOD BREAK

9. October 16 MANAGING INTERNAL OPERATIONS

Lecture: Small Business Operations

Case: Dan Gordon

3rd Status Report Presentation

Showcase – Results of Instructor and Course Evaluation

10. October 23 UNDERSTANDING FINANCIAL PERFORMANCE

Lecture: Understanding Financial Statements

Case: Groupworks Financial Corporation

11. October 30 RISK & CASH FLOW MANAGEMENT

Theory: Cash is King

Cash Management Practices in Small Companies

Activity: Working Capital Simulation: Managing Growth

4th Status Report Presentation

12. November 6 FINANCIAL FORECASTING

Activity: Working Capital Simulation: Managing Growth (Cont.)

Case: Doug Cook: Acquiring a Business (A)

13. November 13 PLANNING FOR FUTURE

Reading: What Great Managers Do?

Case: Elasto Therm: The Next Step

5th Status Report Presentation

14. November 20 GUEST SPEAKER

TBA

15. November 27 THANKSGIVING BREAK

Happy Thanksgiving

Final Project Due

ACADEMIC INTEGRITY

Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge:

I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. FOR FULL TEXT OF ANDERSON'S ACADEMIC HONESTY CODE, please visit <http://www.mgt.unm.edu/honesty>

ADA STATEMENT

Reasonable accommodation will be given to any individual with a legitimate disability. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

Peer Evaluation for MGMT 495 Team

List yourself and your team members below, along with the percentage of contribution (in terms of quantity AND quality) that each team member added to this assignment. Your evaluation will remain confidential.

Team: _____

<u>Name</u>	<u>Percentage of Contribution</u>
_____ (Your name)	_____
_____	_____
_____	_____
_____	_____

The Most Valuable Player on our team is: _____

Comments: *You must comment on anyone to whom you assigned a higher or lower percentage. Explain why your MVP is deserving of this honor.*

Contract – SIGN BELOW AND RETURN BY THE END OF CLASS

I have read the syllabus for MGMT 495 (Fall 2014). With my decision to take this class, I understand the above statements and work load, and I agree to participate and do my best.

Print Name

Signature

Date