



**MGMT 495: MANAGING AND OPERATING SMALL,  
GROWING BUSINESS**  
Spring 2016

Professor: Raj V. Mahto Contact Information: Phone: (505) 277- 2423 (Office) E-mail: <a href="mailto:rmahto@unm.edu">rmahto@unm.edu</a> Office: ASM 2154	Classroom: GSM 302 Meeting Time: 2:00 -4:30pm Thursdays Office hours: 12:30 – 2:00pm Thursday And By Appointment
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**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/45643418> ).
2. A subscription to Wall Street Journal is required for the class. The journal covers many interesting business articles/stories and a useful section for small and entrepreneurial businesses. We will discuss small business and new venture related articles from the journal in class.

**STUDENT ELIGIBILITY:**

The successful completion of ENGL 102 and ECON 106 with C or better grade is a requirement for enrolling in MGMT 495. In addition, even though not required I ask you to complete MGMT 324 before undertaking MGMT 495.

**COURSE OBJECTIVES:**

MGMT 495 is designed to expose you to various tasks entrepreneurs or owner managers perform to successfully manage and grow a new or small business. Resource constrains along with many liabilities that such ventures face, make the responsibility of managing these ventures challenging. An entrepreneurial approach is required to manage such ventures. The course will some key small business concepts to prepare you for leadership roles in such ventures. Some of the topics are:

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

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

Good communication is another critical skill that entrepreneurs or small business owners require to effectively manage their venture. Thus, a substantial portion of class grade is based on communication related assignments to enable you to sharpen your communication skills, especially writing and presentation skills. And your participation and contribution to class discussion is a significant component of it as well.

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

#### CLASSROOM POLICY:

1. Preparation is the key to enjoying this class. If you are unprepared for class lectures and discussions, it will be difficult for you to learn concepts and theories for application in real world scenarios. Review assigned readings before coming to class. I may randomly call on you during the class session to contribute to the class discussion. You 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. Please keep your cellphones on vibrate or silent mode to minimize distraction in classroom.
3. Please cite the source for any information that you use in your individual and group assignments. Also, maintain a copy of these sources for me.
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:

Class participation constitute a major portion of the course final grade. Plan to attend all class sessions to avoid losing participation points. You may be dropped from the class with an F grade for remaining absent for more than two class sessions. 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. I ***may*** accept a late assignment (though with a reduced score) if you provide proof of emergency.

## TEAMS:

Team project is an essential element of this course. 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 should contribute to every group assignment. I use peer evaluation to determine each student's individual grade for group projects. In peer evaluation you assess each team member's contribution to the project. The evaluation is confidential and accessible only to me. If ***you do not*** turn in the evaluation form in a timely manner then I assume that ***you did not*** contribute to your group project. **Please be advised: If your team members decide to fire you from the team, then you are automatically dropped from the course with an F grade.**

## COURSE GRADE AND STUDENT EVALUATION:

Final course grade will be based on class components that include:

### Class Participation: 20 Points

You will receive 1/2 point for attending each class session. You can a maximum of eight points just by attending all class sessions. You can earn additional points by making substantial contribution to class discussions. Your comments should reflect your knowledge of assigned reading materials and extra research.

### Quizzes: 15 Points

There will be four random quizzes (each worth five points) during the semester to assess your knowledge of assigned reading materials and classroom discussions. Three best quiz scores will count towards your final course grade. Quiz will be administrated at the start of a class session and may last 5 to 10 minutes. (**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 and prepare a report for an assigned case. The analysis report should identify issues, analyze causes or consequences related to those issues, and conclude with recommendations that address those issues. The case analysis should be prepared without any external help. The case report should be less than 5 pages, double spaced, 12-point font, and with 1" margins. You may attach as many exhibits as you would like; Exhibits are excluded from 5 pages limitations. Instruction for preparing a case analysis has been posted on the UNM Learn course page.

### Case Summaries: 10 Points

In this assignment, you will prepare summaries for any two cases (other than Natureview case) listed in the course outlines below. Summary for each case should be at least a page long. The summary is due on the date listed for discussion of the case, and each summary is worth 5 points.

Field Project: 40 Points (15 points + 15 points + 10 points)

In this group assignment, your team select any private or publically listed company and research its history, especially the operations and strategy, in the first five years of existence. Besides documenting the history of the company, you will research how organization structure, company culture, target customer, and marketing process evolved during that time period. You will prepare two group reports based on the above information.

- Group Assignment #1: **(15 Points)** In this assignment, you will focus on founders and their reasons starting a company, roles during start-up, source of capital, company structure, HR policies, sales and marketing policies, etc. Your emphasis should be researching the details using multiple sources, and offering insights that is unavailable to anyone using just a single source of information.
- Group Assignment # 2: **(15 Points)** In this assignment, you will focus on changes that occurring in the company as it was becoming an established company. You should focus your attention again on leadership style of the founder or company CEO, venture's policies and strategy, etc. How those changes helped the company? Please elaborate on some lessons that you learned from this company.
- Group Presentation: **(10 Points)** All teams will do a 20 minutes in-class final presentation based on the above two group assignments. Each team will have 5 minutes to answer audience questions. Your fellow classmates will judge your presentation along with your professor.

CHANGES TO SYLLABUS:

I will give you two weeks' notice for making any change in this syllabus. The revised syllabus with incorporated changes will be available on the UNM Learn course page.

GRADING

I use a modified curve to assess student grades in this course. This 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 line grading method. The use of curved grading addresses this problem. In the curved grading method, the best score becomes the new benchmark and other 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.

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

### **COURSE OUTLINE**

#### **1. January 21<sup>st</sup> INTRODUCTION: COURSE OVERVIEW**

Course Overview

- Classroom Objectives
- Course Format
- Group Project

*Activity:* Assembling the Startup Team

#### **2. January 28<sup>th</sup> WHAT IS ENTREPRENEURSHIP?**

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

*Reading:* Organizing the Enterprise: Which Form is Best for You?  
Small Business is not a Little Big Business

#### **3. February 4<sup>th</sup> SUCCESSFUL VS. UNSUCCESSFUL SMALL BUSINESS**

*Case:* The Johnsonville Sausage Company (A)

*Reading:* Why Entrepreneur’s Don’t Scale  
Five Stages of Small Business Growth

#### **4. February 11<sup>th</sup> GUEST SPEAKER/START-UP**

*TBA*

#### **5. February 18<sup>th</sup> CUSTOMER MANAGEMENT**

*Lecture:* Building Customer Relationships

*Case:* Pandora Radio: Fire Unprofitable Customers?

#### **6. February 25<sup>th</sup> HUMAN RESOURCE MANAGEMENT**

*Reading:* Note on Hiring and Selection Process  
The Most Important Job: Entrepreneurial Leadership

#### **7. March 3<sup>rd</sup> MARKETING & PROMOTION**

*Reading:* Selling and Marketing in the Entrepreneurial Venture

*Case:* Natureview Farm

#### **8. March 10<sup>th</sup> MANAGING INTERNAL OPERATIONS**

*Lecture:* Small Business Operations

*Case:* Innocent Drinks

*Exercise:* Instructor and Course Evaluation

#### **9. March 17<sup>th</sup> SPRING BREAK**

*HAVE A GOOD BREAK*

<b>10.</b>	<b>March 24<sup>th</sup></b>	<b>GUEST SPEAKER</b>
<i>TBA</i>		
<b>11.</b>	<b>March 31<sup>st</sup></b>	<b>CASH FLOW MANAGEMENT</b>
<i>Readings:</i>	Cash Management Practices in Small Companies Statement of Cash Flows: Three Examples	
<i>Showcase:</i>	Results of Instructor and Course Evaluation	
<b>12.</b>	<b>April 7<sup>th</sup></b>	<b>RISK MANAGEMENT</b>
<i>Case:</i>	Playing with Fire at Sittercity(A)	
<i>Reading:</i>	Beating the Odds When You Launch a New Venture	
<b>13.</b>	<b>April 14<sup>th</sup></b>	<b>PLANNING FOR FUTURE</b>
<i>Reading:</i>	What Great Managers Do? Scaling a Startup: People and Organizational Issues	
<b>14.</b>	<b>April 21<sup>st</sup></b>	<b>CROWD FUNDING</b>
<i>Case:</i>	Milkmade Ice cream: Running a Successful Crowdfunding Campaign	
<b>15.</b>	<b>April 28<sup>th</sup></b>	<b>FRANCHISING AND BUYING &amp; SELLING BUSINESS</b>
<i>Lecture:</i>	Buying and Selling Businesses	
<b>17.</b>	<b>May 5<sup>th</sup></b>	<b>FINAL PRESENTATION</b>

**Final Project Due on May 12<sup>th</sup>!**

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 (Spring 2016). With my decision to take this class, I understand the above statements and work load, and I agree to participate and do my best.

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Print Name

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Signature

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Date