

University of North Carolina at Greensboro
Bryan School of Business and Economics
Marketing, Entrepreneurship, Hospitality and Tourism
Fall 2022

ENT/BUS 336 Opportunities to Action: Business Plan
2:00-3:15pm Tuesday & Thursday, Bryan Building, Room 105

Professor: Dr. Esra Memili

Email: e_memili@uncg.edu

Office: 370 Bryan

Office Hours: Tuesday 1:30-2:00 & 3:15-4:45, Thursday 12:15-2 & 3:15-4:30, other days and times by appointment, and virtual appointments.

CREDITS: 3

PREREQUISITES: Junior standing, ENT/BUS 300 Ideas to Opportunities: Feasibility Analysis.

FOR WHOM PLANNED: This course focuses on the second building block in moving from a feasibility analysis to a viable business plan. Therefore, this course fulfills the second of the two basic learning premises in entrepreneurship.

COURSE DESCRIPTION: This course provides the knowledge and skills to develop their feasibility plan into a business plan for a new venture, which culminates in a business plan competition.

REQUIRED TEXT:

For course lecture and exams: Barringer, B.R. (2014-5). *Preparing effective business plans: An entrepreneurial approach*. 2nd Edition. Upper Saddle River, NJ: Pearson Prentice Hall and accompanying resource materials. **ISBN-10: 0133506975**
ISBN-13: 9780133506976*

For Business Plan Writing: Business Plan and Financial templates are publicly available at Kauffman FASTTRAC web site: <https://www.fasttrac.org/green/>

STUDENT LEARNING OUTCOMES:

The primary objective of the course is to provide the understanding of new venture management process and the integration of functional area materials as they apply to business planning. Specifically, the students will:

- Develop a feasibility analysis into a business plan.
- Analyze various business entry strategies and examine the effects on their business concepts.

- Identify markets, analyze potential competition, and build customer profiles
- Develop their oral and written skills by presenting their business plan to a group of community experts for possible license and funding opportunities.

TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES:

BUSINESS PLAN PREPARATION:

Students will have to prepare a business plan of a new venture as a part of a group project within a team. Students will assume different roles within an entrepreneurial team and write up the appropriate sections of the business plan.

-The business plan should include all the sections that are outlined in a file: CompanyXBusinessPlan.doc.

-The recommended length of the business plan is between 20-30 pages for its basic part. Other material should be included as appendices (no limitation on the number of pages). The business plan should be submitted in a Times New Roman Font 12 with double spacing between the lines.

-The final version of the business plan should be submitted to Canvas Assignments electronically and I expect all in one file (only power point present slides can be in a separate file). The sections of the Business Plan need to be e-mailed to me by a team member by indicated due dates in order to facilitate feedback and support. These submissions will not be graded; however original submissions, revisions, and progress will be taken into the point consideration in the final business plan.

-The business plan will count 10.98% towards your final grade (45 points). In addition to the business plan, your partners' assessment (each member of the group will grade the other member's performance for a total of 45 pts.—10.98%) and presentation (each group will be graded on its presentation of the group's business plan for a total of 16 pts.—3.90%) grades will be included. Your plan should involve (1) Executive Summary (4 points), (2) Management and Organization Plan (4 points), (3) Product/Service Plan (4 points), (4) Marketing Plan (14 points), and (5) Financial Plan (19 points), as well as the Table of Contents as the beginning. Appendices should include the power point slides of the presentation as well. Please, keep in mind that the profitability, the accuracy of financial projections, originality, and the feasibility of the business plan are the key in developing a successful business plan.

-Several potential organizational formats for business plans are possible. However, to obtain full benefit from the text and other course contents, the required format is the one provided at Kauffman FASTTRAC web site (web site address provided on p.1 of the syllabus). Business plans should cover all of the topic areas noted above. For example, all business plans should include an executive summary. If you have questions on what to include please ask me.

Important Notes and Guidelines. You bear the responsibility to ensure that assignments submitted have been thoroughly edited and are of professional quality. All written assignments should be typed and double-spaced, using Times Roman 12 point font (bound or stapled copies are acceptable). APA format source referencing is also required. Title pages are required for all written assignments. The title page should include the title of the paper, your name (for the individual assignment) or names of group members (for group assignments), group number, and date. Table of Contents indicating page numbers for each section and sub-section is required. Any deviation from the guidelines is subject to point deduction from overall Business Plan grade points.

Business Plan Assignments (Please, refer to the calendar for due dates):

1. Form entrepreneurial teams. Follow the related instructions and deadlines in the announcements at canvas and syllabus calendar. Every student must be in a team ideally within the first two weeks.
2. Discuss several entrepreneurial opportunities that you would want to pursue. Evaluate them on their profitability, originality, and feasibility. Decide on one opportunity that you (as a team) want to pursue in class.
3. Negotiate the roles within the entrepreneurial team and begin the write up of a draft executive summary of business plan.
4. Submit the draft executive summary (double spaced 12 pt. Times Roman) – follow questions on template. The executive summary will be revised for the final version of the business plan.
5. Start writing up the Product/Service Plan. Consider in-house vs. subcontracting the production.
6. Submit the Product/Service Plan (double spaced 12 pt. Times Roman).
7. Collect the information for the marketing section of the business plan.
8. Write up the first two sections of the marketing plan (industry profile and competition) using the template.
9. Finalize the remaining sections of the marketing plan and submit the complete marketing plan (double spaced 12 pt. Times Roman).
10. Prepare and submit the Management and Organization Plan (double spaced 12 pt. Times Roman). Plan should include resumes of all key members of the entrepreneurial team (all team members + any external members that you may find crucial for the success of your venture).

11. Prepare the information for the financial plan.
12. Prepare budgets and financial statements. Submit the financial plan section for feedback.
13. Make corrections to the business plan according to my suggestions. Check for accuracy of financial projections. Finalize the format and check for spelling and grammar errors.
14. Turn in electronic copy of the entire business plan including appendices and submit all in one file both in word and pdf via e-mail DUE THE DAY indicated on the syllabus. Only the Power Point Presentation slides can be submitted separately.

TEAM RELATIONSHIP

Teamwork is prevalent in entrepreneurship in order to accomplish tasks, solve problems, brainstorm, develop strategy, and develop new products or services. Hence, it is important for you to gain experience in such activities. During the first week, you will be part of a group (of 4-5 people ideally) to carry out the group assignment. Each group will be responsible for preparing business plan and presentation.

Teaming:

Since ENT300: Feasibility Planning is the prerequisite for this course, it is intended that you will continue with your initial venture opportunity and teammates from that course. However, situations may dictate a student wishing to change teams or business venture ideas. In order to accommodate these situations, the following choices will be made available:

1. Students stay in teams created from ENT300 with current or new venture idea.
2. Student(s) decide to leave original team (now a “free agent”)
 - Student(s) start another team with a new venture idea.
 - The “originating entrepreneur” presents his/her requirements for teammate(s) and can select new teammates at will.

Note: Teams cannot exceed five members.

Teams are expected to meet and communicate by using technology (or face-to-face or any other communication means) regularly throughout the semester. Every group must have one group leader to coordinate meetings or other communication and ensure the completion and quality of work. The group leader holds the responsibility to plan group meetings on mutually agreeable times and to keep a record of assignments and contributions of each group member by indicating on the Action Plan (please, see in Files section at Canvas). The teams can rotate the team leader role among all or some team members throughout the semester.

Each student is expected to make a significant contribution to group projects. Group members are required to submit the Teamwork Assessment form regarding the contributions of other

group members on the project submission day (any missing peer evaluations will prevent all team members' peer evaluations grade). Team member(s) who does/do not submit peer evaluations by the deadline, will be eliminated from the team by getting zero for peer evaluations as well as the business plan.

Peer evaluations should indicate your rating of each team member by placing a number from 1 to 3 in the corresponding blank on the teamwork assessment form. When evaluating members' contributions, you should consider the time and effort expended, quality and originality of the work, and teamwork. The instructor converts your ratings to a 45-point grading scale for each student. Students receiving unsatisfactory peer evaluation(s) from group members on any assignment will be provided an opportunity to present evidence of their contribution. Any teamwork or peer evaluation issue brought up to the professor's attention will require an immediate face-to-face/online meeting with all team members ideally via skype at a mutually convenient time.

If the business plan is developed for a community member, the team members or a spokesperson is/are expected to exchange information via e-mail and/or meet face-to-face or virtually with the community member periodically throughout the semester.

PRESENTATIONS

Presentations will be graded on both content and style. You should come prepared and with appropriate visual aids (i.e., Power Point slides). Presentation notes are acceptable, but reading from a script is not.

Only legitimate, verified reasons (e.g., illness, accident, or other emergency) for missing a presentation will be accepted with proper documentation submitted timely to the Professor. In that case, a written make-up project will be assigned. Any unexcused absence of a team member(s) on any of the presentation days, including the presentation day(s) of other groups on which you are not presenting, will affect the presentation grade of the group.

Business plan presentations should be limited to 30 minutes maximum and 20 minutes minimum (may depend on the number of groups presenting). All of the members of your group are required to speak during the group's presentation of your business plan. You are also required to dress in formal business attire (i.e. job interview attire) on the day your group makes its presentation.

Power point slides should be included in the Appendices of the Business Plan.

Evaluation and Final Grading Policy on a 410-Point Scale:

A	96%-100%	410 – 389.6	C+	77% - 79%	327.9 – 315.7
A-	90% - 95%	389.5 – 369	C	73% - 76%	315.6 – 299.3
B+	87% - 89%	368.9 – 356.7	C-	70% - 72%	299.2 – 287
B	83 – 86%	356.6 – 340.3	D+	67% - 69%	286.9 – 274.7
B-	80% - 82%	340.2 – 328	D	63% - 66%	274.6 – 258.3
			D-	60% - 62%	258.2 – 246
			F	<60%	<246

Please, note that 410-point scale grading is different from the percentage grade Canvas system calculates automatically.

Mid-term Grading Policy on a 40-point Scale:

In keeping with UNCG policy, I will post a midterm grade for you in UNCGenie by the end of the sixth week of the term (September 23rd). That grade will not appear on your transcript or in your GPA calculations. Instead, it is intended to help you and your academic advisor understand how you are doing in the course up to that point. If you review your midterm grade and find it to be lower than you hoped, I encourage you to talk to me so we can make a plan together for your success.

The assignments included in Mid-term Grading are Syllabus Quiz (10 points), Individual Elevator Speech (10 points), and Case Quiz 1 (20 points).

A	40-38	C+	25-23
A-	37-35	C	22-20
B+	34-32	C-	19-17
B	31-29	D+	16-14
B-	28-26	D	14-12
		F	11-0

Please, note that 40-point scale grading is different from the percentage grade Canvas system calculates automatically.

Final Grade Calculation:

Team Assignments	Coverage	Possible Points	Details	Weight
Peer Evaluations		45	Team	10.98%
Written Project: Business Plan		45	Team	10.98%
Business Plan Presentation		16	Team	3.90%
Individual Assignments				
Exam 1	Ch. 1,2,3,4,5	100	Individual	24.4%
Exam 2	Ch. 6,7,8,9	100	Individual	24.4%
Syllabus Quiz	Syllabus	10	Individual	2.44%
Elevator Speech Assignment	Barringer book (p. 10)	10	Individual	2.44%
Case Quiz 1		20	Individual	4.87%
Case Quiz 2		18	Individual	4.39%
Class Attendance & Participation**	Absence: 0 points, Attendance and participation: 2 points each class day (23 class periods, excluding exam and presentation days)	46	Individual	11.20%
TOTAL		410		100%

*No make-up quiz for any missed quiz.

**No make-up for absences.

Exceptions for university event (e.g., athletics) assignment with documented notice to Professor ahead of time, illness/accident, or other acceptable excuse documented and timely submitted to the Professor. If the mid-term or final exam is missed, a cumulative make-up test after the finals at the end of the semester can be provided upon timely submission of documentation and approval by the Professor.

Academic Integrity Policy

Students are expected to know and abide by the Honor Code in all matters pertaining to this course. Violations of this code will be pursued in accordance with the code. The link to UNCG's academic integrity policy is:

<http://academicintegrity.uncg.edu/complete/>

Faculty and Student Guidelines

Please familiarize yourself with the Bryan School's *Faculty and Student Guidelines*. These guidelines establish principles and expectations for the administration, faculty, staff, and students of the Bryan School of Business and Economics. The link for this document is:

http://www.uncg.edu/bae/faculty_student_guidelines.pdf

Attendance Policy

Participation points are given to each class for attendance. To earn these points, you must be in attendance when role is taken and stay for the entire class period.

Late Work Penalty

Assignments may not be submitted late. Exceptions will be granted only in rare circumstances and be evaluated on a case-by-case basis. If an exception is granted, there will be a 25% point subtraction for each day the assignment is handed in late.

Religious Observances

1. The University allows for a limited number of excused absences each academic year for religious observances required by the faith of the student.
2. Students must notify the instructor of absences two weeks in advance of the date of the religious observance. Also, it is required that the nature of the religious observance is specified and the student's participation be confirmed in writing by an official of the religious organization.
3. When appropriate notice is given above as specified under point two above, the student will be granted at least two excused absences under this policy and will be allowed to make up work and tests missed due to these particular absences. With regard to any test or other assignment that a student would miss due to notice of a required religious observance, the student is required to complete the test or assignment in advance of the originally scheduled date of the test or assignment. Beyond the minimum terms and limits of this policy, the instructor maintains authority to establish and enforce the attendance policy for this course.
4. The requirement for students to make such requests for excused absences applies only to days when the University is holding class.

Health and Wellness

Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The

Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling [336-334-5874](tel:336-334-5874), visiting the website at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting <https://shs.uncg.edu/srp> or reaching out to recovery@uncg.edu

COVID-19

As we return for Fall 2022, all students, faculty, and staff and all visitors to campus are required to uphold UNCG's culture of care by actively engaging in behaviors that limit the spread of COVID-19. While face-coverings are optional in most areas on campus, individuals are encouraged to wear masks. All individuals and visitors to campus are asked to follow the following actions:

- Engaging in proper hand-washing hygiene.
- Self-monitoring for symptoms of COVID-19.
- Staying home when ill.
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.
- Completing a [self-report](#) when experiencing COVID-19 symptoms, testing positive for COVID-19, or being identified as a close contact of someone who has tested positive.
- Staying informed about the University's policies and announcements via the [COVID-19](#) website.

Students who are ill, quarantining, or isolating should not attend in-person class meetings, but should instead contact their instructor(s) so alternative arrangements for learning and the submission of assignments can be made where possible.

As we continue to manage COVID-19 on our campus, we are following the lead of the local health department and we will adjust our plans to balance student success, instructional requirements, and the hallmarks of the collegiate experience with the safety and wellbeing of our campus community.

Academic Accommodations

The University of North Carolina at Greensboro respects and welcomes students of all backgrounds and abilities. If you feel you will encounter any barriers to full participation in this course due to the impact of a disability, please contact the Office of Accessibility Resources and Services (OARS). The OARS staff can meet with you to discuss the barriers you are experiencing and explain the eligibility process for establishing academic accommodations. You can learn more about OARS by visiting their website at <https://ods.uncg.edu/> or by calling [336-334-544](tel:336-334-544) or visiting them in Suite 215, EUC.

Calendar*

DATE	TOPIC	TEXT	HOMEWORK
August 16	<p>Welcome to Course!</p> <p>Introduction, Review of syllabus, Networking and Teaming</p>		<p>. Read the Syllabus</p> <p>. Take the <u>online Syllabus Quiz at Canvas between August 16, 3:15pm and August 23, 2pm</u></p>
August 18	<p>Teaming and Teamwork on Business Idea</p> <p>Written and oral presentation of business ideas by teams</p>		<p>. Take the <u>online Syllabus Quiz at Canvas between August 16, 3:15pm and August 23, 2pm</u></p> <p>. Read Ch. 1</p> <p>. Watch Award Winning Elevator Speech (link available in Files section at course web site)</p>
August 23	<p>Why Plan? Identification of Entrepreneurial Opportunities, Elevator Speech Award Winning Elevator Speech</p>	Ch. 1	<p>. <u>Submit Elevator Speech Individual Assignment to Canvas by August 30, 11pm at course web site</u></p>
August 25	<p>Elevator Speech by Teams</p>		<p>. <u>Submit Elevator Speech Individual Assignment to Canvas by August 30, 11pm at course web site</u></p> <p>. Read Ch. 2</p>
August 30	<p>Developing and Screening Business Ideas</p> <p>First Screen Exercise</p> <p>Presentation of First Screen by Teams</p>	Ch. 2	
September 6	<p>Presentation of First Screen by Teams continues</p>		<p>. Read Ch. 3</p>

September 8	Feasibility Analysis Presentation of Feasibility Analysis by Teams	Ch. 3	
September 13	Presentation of Feasibility Analysis by Teams continues		. Read Ch. 4
September 15	Executive Summary & Description of Business	Ch. 4	. Read Roaring 20s Museum Case for <u>Case Quiz 1</u> on September 20 . Submit the <u>Executive Summary</u> via e-mail (with business name and assignment name in subject) by <u>September 20, 2pm.</u>
September 20	<u>Roaring 20s Museum Case Quiz (Quiz 1)</u> Discussion on Roaring 20s Museum Case		
September 22	Discussion on Roaring 20s Museum Case continues		. Read Ch. 5
September 27	Industry Analysis	Ch. 5	. Read Bennett Case for <u>Case Quiz 2</u> on September 29 . Submit the <u>Product/Service Plan</u> via e-mail (with business name and assignment name in subject) by October 4, 2pm.
September 29	<u>Bennett Case Quiz (Quiz 2)</u> Discussion on Bennett Case		. Submit the <u>Product/Service Plan</u> via e-mail (with business name and assignment name in

			subject) by October 4, 2pm. . Review Ch.s 1-5
October 4	Discussion on Bennett Case continues In-class Mid-term Exam Review (Ch.s 1-5)		
October 6	<u>Exam 1</u> (Ch. 1,2,3,4,5) <u>Online in-class—Bring Laptops</u>		. Read Ch.s 6 & 7 . Start working on Marketing Plan (due by October 20)
October 11	<u>Fall Break</u> <u>Enjoy!</u>		
October 13	Market Analysis	Ch. 6	. Read Ch. 7
October 18	Marketing Plan	Ch. 7	. Read Ch. 8 . Submit the <u>Marketing Plan</u> via e-mail (with business name and assignment name in subject) by <u>October 20, 2pm.</u>
October 20	Management Team & Company Structure	Ch. 8	. Read Ch. 9 . Submit the <u>Management and Organization Plan</u> via e-mail (with business name and assignment name in subject) by <u>October 25, 2pm.</u>
October 25	Operations Plan and Product (or Service) Development Plan	Ch. 9	. Read Ch. 10
October 27	Financial Projections	Ch. 10	. Work on Financials to submit by November 3, 11pm

November 1	Financials Exercise in Teams		. Work on Financials to submit by November 3, 11pm
November 3	Teams work on finalizing Financial Plan in class (due by 11pm)		. Submit the <u>Financial Plan</u> via e-mail by <u>November 3, 11pm</u>
November 8	Work on completion of the presentation, business plan, and other assignments in class		
November 10	Presentations		
November 15	Presentations		
November 17	Presentations		
November 22	Presentations Work on completion of the presentation, business plan, and other assignments in class		. Submit the Business Plan (including Presentation slides), Completed Action Plan as a group, and Peer Evaluations individually and confidentially to canvas by 2pm on <u>November 29</u> . Review Ch.s 6-9
November 24	Thanksgiving Holiday!		
November 29	In-class Final Exam Review Ch.s 6, 7, 8, 9		
December 2 Friday, 5am-11pm	Final Exam Online Ch.s 6, 7, 8, 9 <u>December 2, Friday, 5am-11pm</u>		

*The calendar is subject to change as the semester progresses to accommodate instructional and/or other needs.