Small Business Management
MGT 6281 -10
Duques 353
Fall 2016

INSTRUCTOR: George T. Solomon, D.B.A.
Professor of Management
GWU (202) 994-3760
Email gsolomon@gwu.edu
Funger Hall Room 315-D

OFFICE HOURS: Monday 3-4, 7-8 PM or by appointment.

COURSE DESCRIPTION: This course will explore and examine the management of a small businesses and the people involved in the starting, managing and growing a small business. In exploring small businesses and the people involved, students will be exposed to the theory and experiences associated with small businesses creation, management and growth. Emphasis will be placed on the integration of theories and concepts with personal experiences.

COURSE OBJECTIVES: The objectives of the course are to:

1. Examine small businesses as a phenomenon.
2. Explore how people involved in small business think, differ, and behave.
3. Explore issues confronting small businesses both internally and externally from start-up to ongoing management to growth of a business.
4. Develop a working knowledge of small business by consulting with a local small business on a specific issue/problem.
5. Advise, counsel and coach students on small business issues to enhance their probability of a successful venture.
LEARNING OBJECTIVES:

1. Learn how to develop necessary analytical skills required in performing analysis of management issues confronting small business owners and managers.
2. Learn to develop necessary skills to become an effective small business owner-manager and/or consultant.
3. Acquire knowledge about the uniqueness of small businesses and their role in the economy.
4. Learn how to effectively work within a group to solve problems, analyze issues and develop sound recommendations for a client.

REQUIRED CASE

Harvard Press.  Case Study Title “Clocky the Runaway Clock”

RECOMMENDED TEXT:


RECOMMENDED READINGS:

Entrepreneur Magazine       Inc.       The Economist
Wall Street Journal          Fast Company  Business Week

Blackboard:

Copies of this syllabus, assignments, and additional readings will be posted on Blackboard.

COURSE COMMUNICATION:

Throughout the semester, I will be sending you regular emails. Please ensure that your GW email account is active and that you check it regularly or set your account so that it forwards emails to your regular email account. Please also ensure that your mailbox is not full! This is a very dynamic course and you are responsible for being aware of the communications and changes as we go through the semester.

COURSE REQUIREMENTS:

In many ways, this course will mirror the entrepreneurial experience, i.e., many assignments with short deadlines, variety of experiential activities, requirement for discipline, and need for flexibility. Although assignments and activities are “structured” on the Schedule of Classes, the schedule may change throughout the semester as unexpected resources or speakers become available. However, posted assignments will not be due earlier than the date specified on the Schedule.
COURSE STRUCTURE

Students can work individually, in dyads, or small three person teams for any and all assignments except the in-class “current trends assignment. Students will select their own teams. Team size cannot be more than 3 individuals.

CLASSROOM ETIQUETTE

The following professional behaviors are expected of students:

- Come to class on time, ready to actively participate. Attendance will be taken in the first 10 minutes. If you either come in later than that, or leave early without prior communications with the professor, you are absent from class. Everyone is allowed one free pass after that absences will affect your final grade.
- Dress appropriately, business casual attire, for formal presentations.
- Remove headphones and turn off pagers, cell phones, and all other electronic devices during class. Store all electronics out of sight, this includes laptops. This class is designed to be highly interactive which means you need to pay attention to the discussions and participate or it will greatly affect your class participation score.
- Please, no eating in class. Each class will have a 10-15-minute break.

ORAL PRESENTATIONS

- Group Presentations – Each group will orally present the results of their project. The use of PowerPoint is recommended, but should be no more than 10 – 12 slides. The group may deliver the presentation en masse or assign one person to make the presentation with others available to answer questions. Students will make their presentations dressed appropriately, business casual attire, meaning jacket and slacks for men and equivalent dress for women. They should be prepared to answer questions on their presentation.

- Individual Presentations – Each student will make a 5 - 7-minute oral (before the class) presentation summarizing his/her hot topic. Students will make their presentations dressed appropriately, business casual attire, meaning jacket and slacks for men and equivalent dress for women. They should be prepared to answer questions on their presentation.

ONLINE RESOURCES

✓ Students are encouraged to use the www.411sbfacts.com web site for information about small businesses.

✓ Students are encouraged to participate in The Entrepreneurial Mind a blog managed by Dr. Jeffery Cornwall at http://www.drjeffcornwall.com/

ASSIGNMENTS

All written assignments will be typed, 12 pt. font, double spaced, 1" margins with a title page and a table of contents, where appropriate. All assignments will be submitted in hard copy to me or my office on the due date no later than 7 PM. Failure to follow these instructions will adversely affect your assignment grade.
Criteria for Grading

Merely completing an assignment does not warrant a grade of A or A-. Students are expected to turn in quality work reflecting their graduate standing. As such, to strive for the “gold” students must rise above the norm and produce exceptional work. Remember, just like the real-world, you are in competition with the other students in the class for the best grades.

Individual assignment

1. Hot Topics (10% of your grade)

Students, individually, will present a 5-7-minute overview examining a current issue/concern/resource that affects the starting, managing and growing of a small business. Students should present why this particular issue/concern/resource has an impact on small businesses. Students will submit a typed, no more than two pages, and summary of what they presented in class. Note, students should consider selecting an issue/concern/resource based on what is scheduled for that night’s topic. (See Appendix A for an overview)

II. Group Assignment

2. Managing a Small Business Case Study (25% of your grade)

Students working in groups of three (3) will analyze the Harvard business case, “Clocky”, using the prescribed format presented in in Appendix B of this syllabus. A brief summary of the case follows:

Gauri Nanda is the creator of an innovative new product: an alarm clock named Clocky that, in addition to ringing, rolls around the room in order to force its owner to get out of bed. Beset by media attention and consumer interest but still at least a year away from the ability to debut Clocky, Nanda must navigate a series of challenges and difficult decisions in order to effectively bring her product to market. These include positioning strategies, choosing the proper channel, potential partnerships, manufacturing issues, market analysis, and PR management.

Note:

Further information will be made available prior to the second class session. All groups will present their findings in class and be prepared to engage the class in a discussion about the problem. Groups will also be required to submit a copy of their case analysis.

3. "Major Consulting Project"(50% of your grade)

Student teams will consult with a small business or non-profit organization. As consultants, students must identify an existing problem(s)/issue(s) and offer viable cost effective solutions. In addition to submitting a written report, groups will be required to make an oral presentation [approximately 15 minutes].

Critical to the success of the client engagement is the team developing a good rapport and some level of trust. This can only be accomplished face-to-face and although each group needs to have a minimum of three meetings with client (phone or face to face), I recommend you meet more often than that in order for the client to be comfortable with providing necessary data for your team to render a sound and cost effective solution to the problem confronting the small business.
Groups are required to sign the consulting agreement found in Appendix C of the syllabus and hand it to Dr. Solomon before the project commences. Agreements are due no later than 10-3-15. Points will be deducted for each subsequent class sessions that the groups fail to get their agreement signed.

Grading System is based on the following: 5% client feedback to instructor about consulting team’s performance; 30% written report; 15% final presentation (See Appendix D & E).

4. Class Participation and Attendance (15 points)

Active participation in class discussion and exercises is expected of everyone in the class. Students are expected to come to class prepared to discuss the session’s topic – and that means keeping up with the readings. Students need to actively participate in in-class exercises and activities. Students are expected to email or telephone the instructor in the event they cannot attend a class session. However, unless prior agreement has been given, all assignments are due on the dates indicated in the syllabus, regardless if the student is absent from class that day. Please note, that students must put forth an outstanding effort worthy of obtaining the rank of substantial contribution.

Criteria for Participation

Attended all the classes +5.0 (unexcused/ excessive absences will result in points being deducted)

Lateness

If you are more than 10 minutes late or leave the class without prior notification to the professor, you will be considered absent

Contribution

Seldom Contributes +0 to 1.99
Occasionally Contributes +2.1 to 5.0
Frequently Contributes +5.1 to 7.0
Substantially Contributes +7.1 to 10

(Note: Grades are not determined on a “curve.” That means everyone could conceivably earn the same grade, Final grades will be based on the following:

100 - 94 points = A
90 - 87 points = B+
83 - 80 points = B-
76 - 74 points = C
69 - 67 points = D+
63 - 60 points = D-
93 - 91 points = A-
86 - 84 points = B
79 - 77 points = C+
73 - 70 points = C-
66 - 64 points = D
Less than 60 points = see instructor

ACADEMIC INTEGRITY

The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty. The code may be found at: http://www.gwu.edu/~ntegrity/code.html
RELIGIOUS ACCOMMODATION

Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations. Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

DISABILITY SUPPORT SERVICES (DSS)

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: http://gwisned.gwu.edu/dss/

MENTAL HEALTH SERVICES (VOICE: 202-994-5300)

The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. http://counselingcenter.gwu.edu/

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION STATEMENT

The George Washington University does not unlawfully discriminate against any person on the basis of race, color, religion, sex, national origin, age, disability, veteran status, or sexual orientation. This policy covers all programs, services, policies, and procedures of the University, including admission to education programs and employment. The University is subject to the District of Columbia Human Rights Act.

ASSIGNMENT DEADLINES

All assignments are due on the date specified in the course syllabus. Students needing an extension MUST contact the professor no later than 24 hours prior to due date. No extensions will be granted for already agreed upon extensions.

Failure to comply with these requirements will result in a loss of a letter grade per day per assignment. All extensions will require the students to submit their assignment to my mailbox in Funger Hall Suite 315 no later than 5 pm on the date agreed to me.

GRADERS

1. Hot Topics Discussion 10 points
2. Harvard Case Study 25 points
3. Major Consulting Project 30 pts
   (a) Written Report 05 pts
   (b) Client Feedback 15 pts
   (c) In class presentation 50 points
4. Class Attendance and Participation 15 points
   TOTAL 100 points
<table>
<thead>
<tr>
<th>DATE</th>
<th>SESSION#</th>
<th>SESSION TOPIC (S)</th>
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<tbody>
<tr>
<td>08-29-16</td>
<td>1</td>
<td>Course Overview and the Role of Small Business</td>
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<tr>
<td>09-05-16</td>
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<td><strong>LABOR DAY HOLIDAY</strong></td>
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<td>09-12-16</td>
<td>2</td>
<td>Economic and Political Issues Affecting Small Business Impact of the Presidential Election &amp; Brexit</td>
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<td>2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic (Graded and Submitted)</td>
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<td>09-19-16</td>
<td>3</td>
<td>Buying and/or Starting Issues Affecting Small Business</td>
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<td>• Buy an existing business</td>
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<td>• Acquire a franchise</td>
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<td>• Direct Education Selling Foundation (DESF)</td>
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<td>2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic (Graded and Submitted)</td>
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<td>09-26-16</td>
<td>4</td>
<td>Family Business Issues Affecting Small Business</td>
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<td><em>Guest Speaker Nawaf Alabduljader</em></td>
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<td>2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic (Graded and Submitted)</td>
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<td>10-03-16</td>
<td>5</td>
<td>Resource Assisting Small Business</td>
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<td>GW &amp; the DMV Ecosystem</td>
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<td>(e.g., consultants, (Trade Associations, Government Agencies, Banks, Colleges and Universities)</td>
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<td>• Insights into consulting with a small business</td>
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<td>• Steps necessary in conducting a case analysis</td>
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<td><em>Guest Speaker: Lex McCusker</em></td>
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<td>2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic (Graded and Submitted)</td>
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Human Capital Management Issues Affecting Small Business  
(Recruiting, Retaining and Training You and Your People)

Case Study

2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic  
(Graded and Submitted)

Organizational & Legal Issues Affecting Small Business  
Which structure, legal and managerial and why

2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic  
(Graded and Submitted)

FALL BREAK

Marketing & Promotional Issues Affecting Small Business

2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic  
(Graded and Submitted)

Pricing, Budgeting, Cash Flow Issues Affecting Small Business  
The life blood of a Small Business

2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic  
(Graded and Submitted)

Case study due

Technology Issues Affecting Small Business “Aps or Us?”  
Guest Speaker Tentative

2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic  
(Graded and Submitted)

Managing your Network Resources Effectively for

2-3 people present their Hot Topics on current thinking on small business management as related to the evenings topic  
(Graded and Submitted)

Growth Strategy Issues Affecting Small Business

“Penny’s Blossoms”

2-3 people present their Hot Topics on current thinking on
small business management as related to the evenings topic
(Graded and Submitted)

12-05-16 13  Team Presentations
• Consulting Reports Due

12-12-16 14  Team Presentations
• Consulting Reports Due
• Client Feedback Due

APPENDIX A
Hot Topics Discussion
Current Issue/Concern/Resource

• Students, individually, will present a 5-7-minute overview highlighting/examining current views and opinions on the topic being discussed in class that particular night. Students should articulate current thinking regarding this particular topic/issue/concern/resource and its impact on small business.

• The topics can be found in any of the recommended journals or periodicals listed in the syllabus. Students can use additional journals or periodicals that discuss issues affecting small business.

• Students should discuss why this particular issue/concern/resource has an impact on small businesses.

• No PowerPoint presentations are required (unless you choose to prepare one - 1-3 slides). The idea is to evoke a discussion in class and provide students with the ability to bring current materials and trends into the class discussion. Students will submit a typed no more than two-page summary of what they present in class. Make sure your name is on the assignment.

• A schedule of presentations will be determined during the first two class sessions.
APPENDIX B
Case Study

Title Page (Including names of team members)

Table of Contents

A. Introduction/Overview of the Business

B. Identification of Major Issues
   1. Symptoms (Specific Symptoms generally are grouped together reflecting major problems).
   2. Major Problem Areas (Group the symptoms in major problem areas).

C. Solutions/Recommendations (Tied to each problem area)
   1. For each of the Major Problem Areas identified above, outline the following:
      • Solution
      • Cost/Benefit Implications
      • Time Sequence (Usually shown as a timeline chart)

D. Conclusions

Outline any costs, limitations or considerations in the implementation plan.

E. Appendices/Attachments