I. **Catalog Description and Credit Hours of Course:** This course is concerned with entrepreneurial venture analysis, with primary emphasis on strategic and financial planning for a new venture (or existing small business/franchise), combined with a capstone experience in the context of creating a business plan. (3)

II. **Prerequisite(s):** BA361 or equivalent.

III. **Purposes or Objectives of the Course**
Upon completion of this course, the student will be able to:

A. Identify the characteristics typically associated with a successful entrepreneurial firm.

B. Demonstrate an understanding of the process and preparation of a comprehensive analysis of an entrepreneurial firm.

C. Identify various sources and appropriate uses of information useful for business analysis.

D. Demonstrate an understanding of the entrepreneurial venture investment process ultimately leading to the development of a financing plan and investment recommendation.

E. Develop a professional quality business plan, a plan which focuses on financial, operational, and/or informational goals, and is specific to such situations as start-up, buy-in/buy-out, spinoff, growth, harvest, turnaround/retrenchment, or new product/service/locality introduction.

F. Develop a written business plan that is conceived, researched, developed, and written by the individual or team of students, and subjected to evaluation and critique through competition.

G. Analytically combine all of the prerequisite material and utilize it when appropriate in the their own business plan development.

H. Develop an inner sense of direction and motivation to work independently but understand the value of team work when needed to get the job done.

IV. **Expectations of Students:**
A. Regular class attendance

B. Active participation in classroom and field activities.

C. Professional attitude

D. Timely completion of all assignments.
V. **Course Content and Outline**

A. **The Importance of Strategic Planning**
   1. Success and Failure Characteristics
   2. Strategic Planning Guide
   3. The Business Domain
   4. Strategic Market Analysis

B. **Assessing Required Resources**
   1. Strategic Policies
   2. Risk Assessment
      a. Adequate Return on Asset Investment
      b. Increasing Return on Asset Investment
   3. Determining Cash Adequacy
   4. Managing Cash
   5. Calculating Cash Budgets
   6. Financial Analysis
   7. Cash Conversion Cycle
   8. Developing Proformas

C. **Realistic Criteria for Judging New Ventures**
   1. Determining Business Idea Feasibility
   2. Seven Deadly Business Sins

D. **The Business Idea**
   1. Sources of New Ideas
   2. Methods for Generating Ideas
   3. Creative Problem Solving
   4. Product Planning and Development Process

E. **The Business Plan**
   1. Planning
   2. What is the Business Plan?
   3. Who Should Write the Plan?
   4. Scope and Value of the Business Plan—Who Reads the Plan?
   5. Information Needs
   6. Writing the Business Plan
   7. Using and Implementing the Business Plan
   8. Why Some Business Plans Fail

F. **Market, Competitive and Environmental Analysis**
   1. Market Asset Business Valuation
   2. Bankruptcy Prediction Using Altman’s Z-Score
   3. The Use of Purchase Discounts
   4. Database Marketing

G. **The Marketing Plan**
   1. Market Research
   2. Step One: Defining the Purpose or Objectives
   3. Step Two: Gathering Data—Secondary Sources
   4. Step Three: Gathering Information—Primary Sources
5. Step Four: Analyzing and Interpreting the Results
6. Understanding the Marketing Plan
7. Characteristics of a Marketing Plan
8. Environmental Analysis
9. The Marketing Mix
10. Steps in Preparing the Marketing Plan
11. Contingency Planning
12. Why Some Plans Fail

H. Measuring and Controlling Work Flow
   1. Managing Teams
   2. Attracting Stakeholders
   3. Minimizing Stakeholder Exposure
   4. Converting Fixed Costs to Variable Costs
   5. Setting Objectives
   6. Managing Inventory

I. The Financial Plan
   1. Proformas
   2. Capital Sources

J. Intellectual Property Rights
   1. Copyrights
   2. Patents
   3. Trade Marks
   4. Trade Secrecy
   5. Confidential Information
   6. Employee Rights
   7. Present Value Analysis for Business Owners and Managers
   8. Managing Risk

K. Bankruptcy: A Debtor’s Perspective

L. LBOs, Mergers and Acquisitions
   1. Buying and Selling a Business
   2. Determining “Top Price”
   3. Restructuring
   4. Financial Aspects of Governance

M. Capstone Business Plan Development, Analysis, and Competition

VI. **Textbook and/or Other Required Materials or Equipment**

VII. **Basis for Student Evaluation:**

<table>
<thead>
<tr>
<th>Course Components and Weighting</th>
<th>Undergraduate Scale</th>
<th>Graduate Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Student Contributions to Class Discussion</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>B. Quizzes and Examinations</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td>C. Written Case Analysis</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>D. Presentations/Projects</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>E. Field Trips/Guest Speakers</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>F. Professional Venture Analysis and Financing Plan</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>G. Readings</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>H. Professional Business Plan</td>
<td>20%</td>
<td>10%</td>
</tr>
<tr>
<td>I. Major individual research-based term project. (Alternative assignments may be made in lieu of research based project.)</td>
<td>0%</td>
<td>20%</td>
</tr>
</tbody>
</table>

**Graduate Students – Additional Requirements:**

A. Written evaluation of business plan competition/presentation (e.g., “elevator pitch”) with observations and recommendations for improvement

B. All individual writing assignments in greater length and detail and showing greater understanding of course material than undergraduate assignments.

C. Graduate students will be required to complete a major individual research-based term project. (Alternative assignments may be made in lieu of research based project.)

VIII. **Grading Scale**

<table>
<thead>
<tr>
<th>Undergraduate Students</th>
<th>Graduate Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 – 100% = A</td>
<td>90 – 100% = A</td>
</tr>
<tr>
<td>80 – 89% = B</td>
<td>80 – 89% = B</td>
</tr>
<tr>
<td>70 – 79% = C</td>
<td>70 – 79% = C</td>
</tr>
<tr>
<td>60 – 69% = D</td>
<td>69% and Below = F</td>
</tr>
<tr>
<td>Below 60% = F</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: The weight of evaluation criteria may vary according to each instructor and will be communicated at the beginning of the course.

IX. **Academic Policy Statement:**

Students will be expected to abide by the University Policy for Academic Honesty regarding plagiarism and academic honesty. Refer to: [http://www6.semo.edu/judaffairs/code/html](http://www6.semo.edu/judaffairs/code/html)
X. **Student with Disabilities Statement:**

It a student has a special need addressed by the Americans with Disabilities Act (ADA) and requires materials in an alternative format, please notify the instructor at the beginning of the course. Reasonable efforts will be made to accommodate special needs.