

Strategy Implementation: Building Ventures

22-BA-782-901

College of Business

University of Cincinnati

Autumn Quarter (09A)

T BA (See Tentative Schedule page 2)

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Course Objectives:

- ♦ To explore, analyze, and discuss the concept of individual, corporate, and/or social venturing.
- ♦ To sharpen abilities needed to formulate a business plan for an existing venture.
- ♦ To write a comprehensive business report or business plan for an on-going venture.
- ♦ To integrate knowledge and skills from previous coursework and business experience.
- ♦ To think entrepreneurially!

Required Texts and Materials:

Handouts and material as assigned.

Grading:

Class Participation	10%
Project Impact	10%
Midterm Report	20%
Class Presentation	20%
Final Report	40%

<u>Autumn Qtr.</u> <u>Week/Date</u>	<u>Tentative Syllabus</u> Unless otherwise noted, class meetings begin at 6:00 p.m. in 217 LH
1. W 09/23	Class meeting/Intro/Strategic Planning and Implementation/Case Assignments
2. W 09/30	Class meeting/Follow-up Case Assignments/Field Case Work
3. W 10/07	Field Case Work
4. W 10/14	Field Case Work
5. W 10/21	Field Case Work
6. W 10/28	Class meeting/Progress reports due <u>LETTER OF ENGAGEMENT DUE</u> <u>MIDTERM PROGRESS REPORTS DUE</u> <u>CLIENT CONFIDENTIALITY STATEMENT DUE</u>
7. W 11/04	Field Case Work
8. W 11/11	Field Case Work
9. W 11/25	Field Case Work
10. W 12/02	Class meeting/Presentations--ALL_ <u>ALL FINAL WRITTEN REPORTS DUE</u> <u>STUDENT LOG FORM DUE</u> <u>CLIENT ACKNOWLEDGEMENT FORM DUE</u> All reports and form must be submitted electronically prior to class

Requirements of Class:

Field Case Presentation and Paper: During the first class, we will form teams of approx. three to five members (no less than two and no more than five) that will be responsible for the preparation of an oral and written field case.

The nature of this assignment requires that the student represent the College of Business to the business community. Because of our obligations to the businesses we serve, you are asked to carefully consider the requirements of the class and to commit yourself to the completion of all course objectives.

1. Each student is expected to fully participate in all meetings.
2. You should expect to devote 1 to 1-1/2 hrs. a week to meetings with or about your case.
3. You are responsible for transportation to the case business location.
4. You are expected to maintain a high level of professionalism at all times, including appropriate dress and courteous behavior when visiting clients.
5. Two written reports and one oral presentation are required.

In general, teams will self-select and businesses will be assigned.

If a team has more than three members, it may be desirable if only two or three members of the team interview and work with the firm on-site. Other group members will work closely with the on-site team to prepare the case material, presentation and final report.

LETTER OF ENGAGEMENT

All projects must have a “Letter of Engagement” or “Statement of Agreement” between the participating business and the student group indicating expectations of the project. From your Mid-term progress (see below), please prepare a one to two page “Letter of Engagement” addressed to your contact person indicating your interest and overview of the project; the specific objectives you hope to accomplish; the general direction you see for your analysis and recommendations; and what expectations you may have from your client and contact persons(s). A sample “Letter of Engagement” will be available via our Blackboard web site.

OUTLINE FOR WRITTEN REPORTS

MIDTERM PROGRESS REPORT - Due See Schedule Above

- I. Title Page

- II. History of Company: Description of the company's operation, development of the present, and general background and experience of the firm.
- III. Statement of Firm Objectives and Industry Overview: Concise statement of the business objectives as understood by the team. The statement should be reviewed with the owner/firm contact person. A brief overview of the industry should be included. (con't on next page)
- IV. SWOT Analysis: An initial analysis of the firm's strengths, weaknesses, opportunities, and threats. Distinctive competencies and competitive weaknesses should be identified. Each problem should be reasonably detailed.
- V. Confidentiality Statement - Must be signed by owner/contact person and team. (Except for continuing cases.)

FINAL REPORT - Due See Schedule Above

The final report should build on the information generated in the Midterm Progress Report. Prior to the preparation of the final report, each team should complete an analysis of the following:

1. Industry Analysis
2. Organizational Analysis
3. Market Analysis (including a location analysis)
4. Financial Analysis
5. Technology Analysis
6. Global Analysis
7. Physical Place/Virtual Space

Final reports should focus on implemental recommendations stemming from these analyses.

A suggested outline for the final report might include:

- Title Page
- i. Table of Contents
- ii. Executive Summary (**Required**)
 1. Mission Statement and Objectives
 2. Description of Business
 3. Industry Profile
 4. Description of Products and/or Services Offered
 5. Marketing Strategy
 6. Management Team
 7. Financial Planning
 8. Production Planning (if applicable)
 9. Summary of Recommendations
10. Appendices: Including pertinent financial statements, market survey information, etc., that were used in the analysis of the client's business. All appendices should be referenced in the text of the report.

Specific problem areas discussed with the client should be addressed in the appropriate section of the report. **Order and specific sub-heading may vary depending on case specifics.**

Client confidentiality form, client acknowledgement form, and team time logs should be paper-clipped to the end of your final report.

Length of Report: As a general rule, the final reports will run an average of 20 to 30 double-spaced, typewritten narrative pages. Appendix is unlimited, but all items must be referred to in the discussion. Inclusion of bulky pamphlets, lengthy articles, raw data, etc. are discouraged. The length will vary depending upon the case. **NO COVER FOLDERS PLEASE.**

SUGGESTED READING/REFERENCE

Periodicals

Entrepreneurship: Theory & Practice
(Formerly American Journal of Small Business [HD 2346.U5A75])

Journal of Business Venturing

Journal of Small Business Management (HD 69.S6S67)

Inc. (HD 2346.U5I55)

References (Ask at reference desk for most recent issue or if you can't find an item you want.)

Almanac of Business & Industrial Financial Ratios
Troy, Leo (HF 5681.R25)

Annual Statement Studies
Robert Morris Associates (HF 5681.B2R6)

Barometer of Small Business
Accounting Corporation of America

Financial Studies of the Small Business (HD 2346.U5F55)

Industry Norms & Key Business Ratios
Dun & Bradstreet, Inc. (HF 5681.R25I5)

Small Business Bibliography
U.S. Small Business Administration (Z7164.C81U718)

Statistics of Income--Sole Proprietorship Returns

U.S. Treasury

U.S. Industrial Outlook

U.S. Dept. of Commerce (HC 106.5 A265)

Computer Software

Kapron, Jill E., 2004. *BizPlan Builder Express*, Mill Valley, CA: JIAN Thomson South-Western College Publishing.

Business PlanPro Premier, 2003. Palo Alto, CA: PaloAlto Software.

Books

Desmond, G. & Marcello, J., 1987. Handbook of Small Business Valuation Formulas. Los Angeles, CA: Valuation Press.

Drucker, P., 1992. Managing for the Future: The 1990's and Beyond. New York, NY: Valuation Press.

Fry, F., Stoner, C. & Weinzimmer, L., 1999. Strategic Planning for the New and Emergingl Businesses: A Consulting Approach, 2e. Chicago, IL: Dearborn Trade.

Kuratko, D. & Hodgetts, R., 2004. Entrepreneurship: Theory, Process, and Practice, 6e. Mason, OH: Thomson South-Western Publishing Co.

Longenecker, J., Moore, C. & Petty J. W., 2003. Small Business Management: An Entrepreneurial Emphasis, 12e. Mason, OH: Thomson South-Western Publishing Co.

Longworth, E. K., 1991. Anatomy of a Start-Up: Why Some New Businesses Succeed and Others Fail. Boston, MA: Inc. Publishing.

Timmons, J. & Spinelli, S., 2004. New Venture Creation: Entrepreneurship for the 21st Century, 6th ed. Boston, MA: McGraw Hill Irwin.

Zimmer, T. & Scarborough, N., 2005. Essentials of Entrepreneurship and Small Business Management, 4e. Upper Saddle River, NJ: Pearson Prentice-Hall.

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22-BA-782
SBI/Net Impact Report

Title Page Format

(Centered in middle of page)

Client Venture Name
Client Contact Person Name

Students' Names

University of Cincinnati

Instructor's Name
Course Title
Course Number

Indication of Midterm or Final Report

Date

STUDENT DATA SHEET

(Please Print)

1. Name: _____ ID# _____ Concentration _____
(LAST) (FIRST) (M.I.)

2. Address: _____
Street City State Zip

3. Home Phone: _____ Work Phone: _____
(AREA CODE) (AREA CODE)

Email: _____ Cell Phone: _____
(AREA CODE)

4. Student Status:

Today's Date _____ Undergrad/Grad Degree(s) _____

5. Employer if working part time or if co-op student:

Job title and brief description of duties:

6. Hobbies or interests:

7. Other relevant experience:

