

Application
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FACULTY SENATE CURRICULUM COMMITTEE

Rev 5-79

SOC #
77-80-77
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APPROVAL FORM

- 1) An approval form must accompany each proposal.
- 2) A proposed catalogue description of the course must accompany the proposal as a separate page.
- 3) Results of all consultations must be attached to the proposal.

Proposal title New Course - Small Business Seminar

Sponsor(s) Bruce Bradway Dept. Administrative Studies

Check One { Course Credit/Level/Title Change or deletion Other

Concentration Specialization Major Program Certification

Graduate Undergraduate No. of Credits 3

REVIEWS

Department Curr. Comm.

Reviewed 4/5/80
Date

Approved _____
Not Approved _____
Date

[Signature]
Chairperson Dep. Curr. Comm.

Department Chairperson

Division Curr. Comm.

Reviewed 4/5/80
Date

Approved _____
Not Approved _____
Date

[Signature]
Chairperson Div. Curr Comm

Dean of Division

Reviewed _____
Date

Signature

SENATE CURRICULUM COMMITTEE

SOC # 77-80-77 Proposal Received 4/1/80 Open Hearing Held _____

Returned to the department for the following reason(s):

Approved by the Curriculum Committee: Date _____

Presented to Executive Committee of the Faculty Senate as information: Date _____

Notifications forwarded: Vice President for Academic Affairs: Date _____

Signature: Chairperson, Senate Curriculum Committee

Course Proposal

I. Title of Course: Small Business Seminar

- A. Administrative Studies Department proposes this course.
- B. The course sponsor is Marketing Chairperson Bruce Bradway. He proposes to administer the course under the Small Business Management Specialization together with Co-Chairpersons Fillebrown and Enslin.

II. Essence

- A. Course: Undergraduate elective (required in Small Business Management Specialization).
- B. Semester hour credit: 3 S.H. undergraduate credits.
- C. Course level: Senior
- D. Prerequisite: Small Business Operations & Finance
- E. Suggested time: Fall, 1980

III. Details

- A. Glassboro State College faculty are available to teach the course. Library resources are adequate. Present classroom space is adequate. No special equipment or supplies would be required.
- B. No course of this kind is available at the present time. The thrust would be to provide a follow-on colloquium to the existing course on Small Business Operations & Finance. As presently structured, the Small Business Operations & Finance course is devoted to conceptual and theoretical aspects of small business. Students are required to develop a complete business plan on a proposed small business of their choosing. The new course would be devoted to application, as compared with theory, and students would develop a complete business plan for an existing business. The existing business clients would be provided by the Small Business Administration's New Jersey Small Business Development Center.

The course offering would be structured so that teams of three or four students, comprising selected disciplines in marketing, management, accounting, finance, or advertising as indicated by the situation, would become a counselling group to existing small business clients of SBA under the guidance of the instructor. All such clients would sign, in advance, a standard waiver releasing the college and students from individual and collective responsibility for their counsel and advice. Specifically, they would analyze the client's business, develop objectives, strategies and tactics, prepare a complete business plan (or loan package for a lender, as indicated) and present the plan directly to the client involved.

A major portion of course time will be devoted to the analysis of each individual business in class and discussion of possible alternatives -- subsuming the collective wisdom of class members with regard to individual, specific, real-life business problems. This activity already has been accomplished on a pilot basis by mature students in the current Small Business Operations & Finance course to determine and demonstrate feasibility. After a dozen studies, developed over four semesters have proved acceptable to the Small Business Development Center officials and their clients, the feasibility appears to be substantiated. We are assured, in advance, that the SBA will be able to supply a virtually unlimited supply of case history clients, principals of which are advised in advance that their counsellors will be college students in the area. The same basic technique is being applied by some nine Small Business Development Centers across the nation with success, as indicated in a recent Forbes Magazine article.

- C. The course goal is two-fold: (1) to make certain that small business specialization students are familiar with all major disciplines taught in the Administrative Studies Department in one practicum, and (2) to teach small business majors advanced concepts currently not taught in any other course offered in the business school.
- D. Behavioral objectives. Course objectives are to ask each student (1) to do independent analysis, research and development of programs for actual small businesses in the area as part of a small "team," (2) to share each team's findings and recommendations in the colloquium setting of the class; (3) to ask students to demonstrate their familiarity with advanced business concepts and (4) to ask students to use these and other concepts in their consultations with small business principals. Currently, no course offered by the college permits the student to review and synthesize all business disciplines. It is anticipated that, despite its name, the course ultimately could become a candidate for the elusive "capstone" offering in the department.
- E. Students will be evaluated on the basis of progress toward the attainment of the behavioral objectives, using the normal A-F grading system.

IV. Course Content

- A. The major course content requirements will parallel the objectives. The students will actually develop business plans for client companies, copies of which will be presented to the client and to the New Jersey Small Business Development Center. It is expected that Glassboro will be invited to become a satellite Small Business Development Center when Small Business Administration funding becomes available.
- B. The course outline is attached to this memo. The first five subjects are the advanced business concepts previously referred to (Strategic Planning, Situation Analysis, Sensitivity Analysis, Profit Planning and Management by Objectives). The remaining subjects in the course outline are covered in other courses, but will be included in the Small Business Seminar for review and a reprise. Students actually will use these concepts in their consultation with clients.
- C. The course outline presented will be supplemented and reinforced by study of papers, publications and other business literature which will be placed on reserve in Savitz. Ultimately, it is anticipated that a text will be available that covers the advanced planning concepts.

D. The proposed course content follows:

1. Strategic Planning
 - . Personal objectives
 - . Business objectives
 - . The statement of the mission of the business
2. The Situation Analysis
 - . The competitive environment
 - . The economic environment
 - . Possible responses to the "uncontrollable" variables
3. Sensitivity Analysis
 - . Shortfalls in traditional forecasting techniques
 - . Practical applications of sensitivity analysis theory
 - . Selecting appropriate examples in the sensitivity analysis spectrum
4. Profit Planning
 - . The elements of profit planning
 - . Devising proforma earnings statements
 - . Developing proforma balance sheets (corporate examples)
 - . Developing the cash budget
 - . Analyzing interaction of the profit planning financial statements
 - . Profit planning in the forward years
5. Management By Objectives
 - . The concept of MBO
 - . The widespread failure of MBO
 - . Reasons for failure
 - . A practical approach to successful MBO
6. Market Research
 - . Knowledge needed for planning
 - . Secondary sources
 - . The new Census of Business and what it offers
 - . SIC codes and identification of prospects
 - . Analysis of the customer universe -- present and proposed
 - . Applicable primary research techniques
7. Product Strategy
 - . Development of new products and services
 - . The product life cycle
 - . Extending the life cycle through product improvement
 - . The marketing mix during each stage of the product life cycle
8. Pricing
 - . Cost-oriented pricing
 - . Demand-oriented pricing
 - . R.O.I.-oriented pricing
 - . Determining price elasticity
 - . Allocation of costs in a product universe
 - . Adding competitive dynamics to "static" price situations

9. Channel Management
 - . Identifying channel structures
 - . One, two, three step distribution
 - . Assumption of middleman roles for profit improvement
 - . Taking channel management initiatives -- risks and rewards
10. Site Selection and Layout
 - . Classical theories of site selection
 - . Checklists for manufacturers, wholesalers, retailers, service businesses
 - . Evaluating location adequacy
 - . Maximizing wealth through a change of location
 - . Layout theory and practice
11. Personal Selling
 - . Sales cost analysis
 - . Sales compensation analysis
 - . Techniques for reducing cost of sales
 - . Shifting sales cost to promotion
12. Advertising
 - . Media selection
 - . The message
 - . Developing ads by formula
13. Sales Promotion Literature
 - . Developing the prospect list
 - . Determining and evaluating literature requirements
 - . Determining the advertising/promotion budget
14. Sales Promotion for the Salesman
 - . Evaluating needs
 - . Systemitizing leads, calls, reports
 - . Visual aids
 - . Mail, phone, personal selling systems
15. Sales Promotion for the Customer
 - . Contests and sweepstakes
 - . Demonstrations and sampling
 - . Premiums and advertising specialties
 - . Service as a sales promotion vehicle
16. Evaluation of Promotional Expenditures
 - . Objectives
 - . Performance against objectives
 - . Techniques for impact analysis (surveys, direct response, coupons, hidden offers, etc.)
17. The Business Planning Synthesis
 - . Elements of the Business Plan
 - . Writing the Business Plan
 - . Updating the Business Plan
 - . Analysis of variances from objectives

18. Quantitative Tools for Management
 - . Break-even analysis in a multi-product (multi-service) environment
 - . Ratio analysis of financial statements and proformas
 - . Ratio analysis as a guide to management decision making
 - . EOQ and its adaptation to businesses
 - . Techniques for optimizing inventories
 - . Practical business formulas
 - . Quantifying heuristic reasoning
 - . Continuing analysis for cost reduction
 - . Make-buy-lease decision analysis

19. The Loan Package
 - . What the banker wants to know
 - . Preparing loan package elements
 - . The six "C's" of Credit
 - . The pay-back plan
 - . Shopping for and evaluating credit offerings

V. Rationale

The Small Business Specialization was recently approved by the Senate Curriculum Committee. However the Curriculum Committee of the Board of Trustees raised questions as to whether this specialization offered anything new to the student. This course was developed to expand the offerings in the small business area. The specialization was approved by the Board based upon the approval of this course by the Senate Curriculum Committee.

VI. Consultations

Since there is no other course except "Small Business Operations and Finance" which includes material covered in this course, consultations with other departments were not necessary. However, the SBA was consulted and strongly encouraged the development of this course. Similar courses are offered at other colleges with the cooperation of the SBA (Small Business Administration).

VII. Catalog Description

In this course, students have an opportunity to apply the management, finance and operational principles learned in Small Business Operations & Finance to real-life small businesses currently in operation. Small business principals who have asked for counsel on business planning are teamed with students in the course and together develop business planning documents. Specific generic problem areas are discussed in class, without revealing the identity of the business concerned. (Prerequisite: 0504.326)