

**LINCOLN UNIVERSITY**

**BA 336 HUMAN FACTORS IN SMALL BUSINESSES**

**Course Units: 3 units (45 Lecture Hours)**

**Level: Mastery 2 (M2)**

**Semester: Spring Semester 2018**

**Class Meeting Time: Tuesday, 12:30-3:15 PM**

Dr. Pete Bogue, Associate Professor of Business Administration; E-mail address: [petebogue@lincolnuca.edu](mailto:petebogue@lincolnuca.edu) (checked periodically for messages); Office hours: Monday, 3:30-4:30 PM by appointment.

**Catalogue Course Description:** This course studies problems in supervising and working effectively with people problems, which face the proprietorship, partnership, or closely held corporation in such matters as organizational structure, personnel policies, and managerial succession. (3 units)

**Learning Objectives:**

1. Understand the dynamics relating to leading a growing company, strategic management, marketing, advertising and promotion, E-commerce, human resources management, and risk management in small business.
2. Understand the role ethics and social responsibility play in entrepreneurship.
3. Describe why creativity and innovation are such integral parts of entrepreneurship.
4. Understand the importance of strategic management to a small business.
5. Understand forms of business ownership, franchising, and buying an existing business.
6. Be able to conduct a feasibility analysis, craft a solid business/financial plan.
7. Understand the factors an entrepreneur should consider before launching into e-commerce.
8. Describe the importance of hiring the right employees and how to avoid making hiring mistakes.
9. Understand the role managerial succession plays in perpetuating the life of the small business.
10. Understand the legal environment of entrepreneurship, business law and governmental regulation.

**Instructional Materials and References:**

**Required Textbook:** Scarborough, Norman M., and Jeffrey R. Cornwall, "Entrepreneurship and Effective Small Business Management," 11th ed. (Upper Saddle River, New Jersey: Prentice Hall, 2015). ISBN-13: 9780133506327.

**Instructional Methods:** Lectures supported by PowerPoint slides with supervised exercises and business case studies. The emphasis will be on learning by doing. Every student must participate in intensive classroom activities, must complete homework and course assignments, and take the exams.

**This is a direct classroom instruction course.**

**Topical Outline:**

This course provides a complete, comprehensive review of the essential material needed to launch and manage a small business successfully in the hotly competitive environment of the twenty-first century. With a focus on the “people perspectives” of the small business enterprise, the course provides plenty of practical, “hands-on” tools and techniques to make the small business venture a success. The textual material teaches the “right” way to build a business plan, to launch and manage a small business with the staying power to succeed and grow.

**Course Requirements:** Students will be responsible for completing the textbook chapter readings prior to the lectures, homework and classroom activities, case studies, and examinations. The expected amount of time a student will need to spend outside of class to complete his/her individual and/or group out-of-class homework assignments is six (6) hours per week for a 3-unit class.

**Assessment Criteria and Methods of Evaluating Students:**

The basis for the determination of the final grade for the course will be the total weighted score for all activities according to the percentages shown in the table below:

- 10% Discussion Questions
- 10% In The Entrepreneurial Spotlight/Action
- 10% Appendix Case Power Point Presentations
- 10% Self-Assessment Library
- 25% Research Project Documenting Sources
- 15% Mid-term Examination
- 15% Final Examination
- 05% Attendance
- 100%

**Grading Scale (Point/Grade Conversion):**

100-95 A	76-74 C
94-90 A-	73-70 C-
89-87 B+	69-67 D+
86-84 B	66-64 D
83-80 B-	63-60 D-
79-77 C+	59 or <F

**Attendance:** Regular attendance at classes is essential. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Excessive absences or tardiness may result in loss of credit, lowering of grade, or dismissal from the class. Students are responsible for making up class work missed.

**Examinations:** The mid-term and final exams will consist of short answer and/or essay questions evaluating the student's understanding of the basic concepts, terms, processes, and issues covered in the course.

**Electronic Devices:** Cell phone ringers must be turned off while in the classroom and placed in a vibrating mode. Smart phone and laptop screens may not be viewed in class while lectures are in progress unless otherwise instructed.

**Integrity and Quality of Scholarship:** Integrity of scholarship must be maintained at all times. Plagiarism (copying directly from an author's work) is not permitted. All written work is to be word-processed unless otherwise indicated and should reflect college-level ability in English structure, grammar, spelling, and sophistication of analysis.

**Plagiarism Detection:** Lincoln University subscribes to Turnitin plagiarism prevention service. Student work will be used for plagiarism detection and for no other purpose. Originality reports will not be available for viewing.

**Modification of the Syllabus:** This syllabus and schedule are subject to change in the event of extenuating circumstances. An announcement of any changes will be made in class.

**Spring Semester, 01/15-05/07/18; Tuesday, 12:30-3:15 PM**

#### **Homework and Classroom Activities:**

**Individual Assignment:** Particular attention should be directed to textbook chapter behavioral objectives, readings, and summaries, containing implications for managers since they help to organize the content of the chapters and to identify the most important information to be included in the course examinations. Completion of reading assignments prior to the class dates is essential not only to understanding the subject matter but also to enhancing the quality of participation in class.

**Team Assignment:** Students will answer the "Discussion Questions" in advance of lectures, word process the answers, bringing them to class, prepared to respond if called upon by the instructor to summarize the answers to these discussion questions. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer or absence). Students will submit the discussion question answers to the instructor (or CANVAS) by the end of the course.

**Team Assignment:** Students will answer the “In the Entrepreneurial Spotlight” mini-case(s) questions, word process the answers, and submit them to the instructor (or CANVAS) by the end of the course.

Team Assignment: Students will analyze and solve one or more assigned “Appendix Cases” in the text under the guidance of the instructor, cover the case scenarios in some detail, apply relevant concepts and practical applications found in the respective chapters, word process the answers to the questions following the cases, and submit them to the instructor (or CANVAS) by the end of the course.

**Team Assignment:** Students will be given the opportunity to make Power Point presentations before the class of their solutions to the assigned “Appendix Cases” and their responses to the questions following the case. Students must be prepared to deliver creditable responses adding value based upon the material in the relevant chapter(s). Students’ presentation skills will be assessed and evaluated for their professional demeanor. Please be prepared to participate. What you put into the course will determine what you and others get out of it. Students will submit the Power Points to the instructor (or CANVAS) by the end of the course.

**Individual Assignment - Self-Assessment Library: Insights Into Your Skills, Interests, and Abilities.**

Self-assessment questionnaire handouts will be completed in class in conjunction with the textbook readings. Students will record their self-assessment scores and an analysis/interpretation of them on the questionnaires to be submitted to the instructor (or CANVAS) upon completion of the exercise.

**Individual Assignment - Individual Research Project:** MBA students are required to submit a research paper based upon the subject matter of selected chapter(s) from the textbook reviewing the current research about the chosen subject, summarizing the results, and offering conclusions. Needless to say, the research paper should be carefully and thoughtfully well written. The format of the research paper must adhere to the APA Publication Manual, available in the L.U. library and on the Lincoln University Website, be documented by proper annotation and referencing and include a bibliography. The 12 point font size should be utilized. Students will include at the beginning of their essay paper the statement, “I have done my own work and have neither given nor received unauthorized assistance on this work.” Students will submit the research projects to the instructor (or CANVAS) by the end of the course.

**Course Schedule:**

**TUE, 01/16/18, Chapter 1 Entrepreneurs: Driving Force Behind Small**

**Business**

**Discussion Questions: 1-2, 1-3, 1-4, 1-9, 1-11, 1-12**

**In The Entrepreneurial Spotlight: “Collegiate**

**Entrepreneurs,” Mini-cases: ‘ThinkLite,’ ‘Skida,’ ‘Bump Technologies,’ Questions 1, 2, 3, 4**

**Self-Assessment Library**

**TUE, 01/23/18, Chapter 2 Ethics and Social Responsibility: Doing the Right Thing**  
**Discussion Questions: 2-2, 2-3, 2-4, 2-6, 2-7, 2-8**  
**In The Entrepreneurial Spotlight: “Making a Profit and Making a Difference,” Mini-cases: ‘Triple Thread,’ ‘Everly,’ Questions 1, 2**  
**Appendix Case 8 “United By Blue,” Questions 8-1, 2, 3, 4**  
**Self-Assessment Library**

**TUE, 01/30/18, Chapter 3 Creativity and Innovation: Keys to Entrepreneurial Success**  
**Discussion Questions: 3-1, 3-3, 3-4, 3-5, 3-8, 3-9**  
**In The Entrepreneurial Spotlight: “The Ingredients of Creativity,” Mini-cases: Christoph Rochna’s ‘Papernomad,’ Steve Cox’s, ‘Green Foam Blanks,’ Questions 1, 2**  
**Self-Assessment Library**

**TUE, 02/06/18, Chapter 4 Strategic Management and the Entrepreneur**  
**Discussion Questions: 4-1, 4-2 4-3, 4-5, 4-6, 4-8**  
**In The Entrepreneurial Spotlight, “Strategies for Success,” Mini-cases: ‘Shaw & Tenney,’ ‘The Resort at Paws Up,’ Questions 1, 2, 3**  
**Appendix Case 9 “Socedo,” Questions 9-1, 2, 3**  
**Self-Assessment Library**

**TUE, 02/13/18, Chapter 5 Choosing a Form of Ownership**  
**Discussion Questions: 5-1, 5-2, 5-3, 5-5, 5-6, 5-9**  
**Entrepreneurship in Action, “What’s in a Name?” Mini-case: ‘Emma,’ Questions 1, 2**  
**Appendix Case 3 “Jacquil LLC,” Questions 3-1, 2, 3, 4**  
**Self-Assessment Library**

**TUE, 02/20/18, Chapter 6 Franchising and the Entrepreneur**  
**Discussion Questions: 6-4, 6-5, 6-7, 6-8, 6-12, 6-14**  
**In The Entrepreneurial Spotlight, “The Allure of Franchising,” Mini-cases: ‘Express Oil Change,’ ‘Firehouse Subs,’ ‘Jack in the Box,’ Questions 1, 2, 3**  
**Self-Assessment Library**

**TUE, 02/27/18, Mid-term Exam (Chapters 1, 2, 3, 4, 5, 6)**

**TUE, 03/06/18, Chapter 7 Buying an Existing Business**  
Discussion Questions: 7-1, 7-3, 7-5, 7-7, 7-10, 7-11  
In The Entrepreneurial Spotlight, Mini-case: “Bond Coffee,”  
Questions 1, 2, 3  
Self-Assessment Library

**TUESDAY, 03/13 to SATURDAY, 03/17/18, Spring Recess**

**TUE, 03/20/18, Chapter 8 New Business Planning Process: Feasibility Analysis, Business Modeling, and Crafting a Winning Business Plan**  
Discussion Questions: 8-1, 8-2, 8-3, 8-4, 8-5, 8-6  
In The Entrepreneurial Spotlight, “A Business Plan: Don’t Launch Without It,” Mini-case: Bob Bernstein’s ‘Funky Little Coffeehouse,’ Questions 1, 2, 3  
Appendix Case 10 “EasyLunchboxes,” Questions 10-1, 2, 3, 4  
Self-Assessment Library

**TUE, 03/27/18, Chapter 13 E-Commerce and Entrepreneurship**  
Discussion Questions: 13-1, 13-2, 13-3, 13-4, 13-5, 13-6  
In The Entrepreneurial Spotlight, “Website Makeovers,” Mini-cases: ‘Favi Entertainment,’ ‘SKLZ,’ Questions 1, 2  
Appendix Case 2 “MYBizHomepage,” Questions 2-1, 2, 3, 4, 5  
Self-Assessment Library

**TUE, 04/03/18, Chapter 21 Staffing and Leading a Growing Company**  
Discussion Questions: 21-3, 21-7, 21-9, 21-10, 21-11, 21-13  
In The Entrepreneurial Spotlight, “What a Great Place To Work!” Mini-cases: ‘Ruby Receptionists,’ ‘InQuicker,’ Questions 1, 2  
Self-Assessment Library

**TUE, 04/10/18, Chapter 22 Management Succession and Risk Management**  
Strategies in the Family Business  
Discussion Questions: 22-1, 22-2, 22-3, 22-4, 22-5, 22-8  
In The Entrepreneurial Spotlight, “The Aftermath of a Storm,”  
Mini-cases: ‘Brown’s Hardware,’ ‘Testa Wines of the World,’  
Questions 1, 2, 3  
Appendix Case 4 “Red Iguana,” Questions 4-1, 2, 3, 4, 5

**Self-Assessment Library**

**TUE, 04/17/18, Chapter 23 Legal Environment: Business Law and Government Regulation; Appendix Case Power Point Presentations**  
**Discussion Questions: 23-3, 23-5, 23-8, 23-9, 23-10, 23-16**  
**In The Entrepreneurial Spotlight, “A Second Chance at Success,”**  
**Mini-case: Curt Jone’s ‘Dippin’ Dots,’ Questions 1, 2**  
**Self-Assessment Library**

**TUE, 04/24/18, Appendix Case Power Point Presentations**

**TUE, 05/01/18, Final Exam (Chapters 7, 8, 13, 21, 22, 23); All Assignments Due to Instructor (or on CANVAS).**

**Date Syllabus Was Last Reviewed: January 13, 2018**

**Appendix A. Course Learning Outcomes**

	<b>Course Outcome</b>	<b>PLO</b>	<b>ILO</b>	<b>Assessment</b>
		Number		
1	<p>*Explain and analyze the role of human resources management in the development of tactics, policies, and practices in the achievement of the strategic goals of small businesses.</p> <p>*Evaluate the factors to be considered in starting a new entrepreneurial business that have the potential to cause people problems in the areas of entrepreneurial spirit and drive, choosing a form of ownership, franchising, buying an existing business, location, layout, and physical facilities, staffing and leading, management succession and risk management strategies, business law and government regulations, and ethical conduct.</p> <p>*What are the challenges of writing a business plan for most entrepreneurs when starting a new small business?</p> <p>*Differentiate opportunities and difficulties encountered in starting and operating new small businesses from the human resources perspectives.</p> <p>*Demonstrate how to implement human resources plans and monitor the progress of employees in small businesses.</p> <p>*Identify and address relevant technological, strategic, operational, and social issues that are important factors to be successful in e-commerce sites or platforms for small businesses.</p> <p>*Develop strategies to deal with unexpected circumstances that foster entrepreneurial creativity and innovation.</p>	PLO 3	ILO 2b, ILO 7b	<p>Discussion questions;</p> <p>Application cases questions &amp; answers;</p> <p>Application case Power Point presentation;</p> <p>Self-Assessment library;</p> <p>Research project documenting sources;</p> <p>Comprehensive final exam;</p> <p>Attendance.</p>
2	<p>*Leading teams: contribute to the effective performance of a team as a team leader, co-leader, or team member.</p> <p>*Diagnosing and solving human factors in small business problems in the context of teams: Apply small business knowledge to demonstrate the ability to diagnose and solve human factors in small business management</p>	PLO 5	ILO 4b, ILO 5b	<p>Discussion questions;</p> <p>Application cases questions &amp; answers;</p> <p>Application case Power Point presentation;</p>



	<p>issues and problems.                  *IT Literacy:                  Using data for human factors in small business decision-making;                  Data storage and extraction;                  Computer skills.                  *Critical Thinking:                  Using information in human factors in small business issues;                  General strategic thinking;                  Adapting to change;                  Interpreting human factor in small business management data.                  *Communication:                  Composing text;                  Grammar;                  Oral presentations;                  Communication skills.</p>			<p>Self-Assessment library;                  Research project documenting sources;                  Comprehensive final exam;                  Attendance.</p>
3	<p>*Apply ethical frameworks to resolve ethical dilemmas. *Explain individual influences on ethical judgements.                  *Apply personal values in ethical decisions.                  *Discuss moral dilemmas effectively.</p>	PLO 6	ILO 3b	<p>Discussion questions;                  Application cases questions &amp; answers;                  Application case Power Point presentation;                  Self-Assessment library;                  Research project documenting sources;                  Comprehensive final exam;                  Attendance.</p>

**Appendix B. Program and Institutional Learning Outcomes.**

<b>Institutional Learning Outcomes (ILOs)</b>	
<i>MBA Graduates of Lincoln University should be able to:</i>	
<b>1b</b>	Recognize and be able to work with the components of reasoning and problem solving; understand concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
<b>2b</b>	Gather and assess relevant information, using abstract ideas to interpret it effectively; to develop well-reasoned conclusions and solutions, and test them against relevant criteria and standards
<b>3b</b>	Be exemplary business professionals and try to ensure that the products of their efforts will be used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare
<b>4b</b>	Lead by example in order to create highly collaborative organizational environment, and be able to develop and use strategies to encourage employees at all organizational levels to do the same.
<b>5b</b>	Set goals and have a vision of the future. The vision should be owned throughout the organization. As effective leaders, they should habitually pick priorities stemming from their basic values.
<b>6b</b>	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
<b>7b</b>	Demonstrate fluency in the use of tools, technologies and methods in the field. They should know how to evaluate, clarify and frame complex questions or challenges using perspectives and scholarship from the business discipline.

<b>Program Level Outcomes (PLOs)</b>	
<i>Students graduating our MBA program will be able to:</i>	
<b>1</b>	Develop and exhibit applied and theoretical knowledge in the field of management and business administration
<b>2</b>	Use theoretical knowledge and advanced problem-solving skills to formulate solutions and identify risks in the following fields: international business, finance management, general business, human resources management, management information systems, marketing management
<b>3</b>	Communicate within a highly specialist environment that allows the presentation of critiques of complex strategic matters
<b>4</b>	Demonstrate autonomy, creativity, and responsibility for managing professional practices
<b>5</b>	Demonstrate leadership and set strategic objectives for team performance
<b>6</b>	Identify ethical issues/problems in business organizations and reach decisions within ethical framework

**Appendix C. Classification of LU curriculum courses.**

Code	Classification	Description
Courses 300 level w/o graduate prerequisites	Mastery 1 (M1)	Mastery 1 courses introduce graduate level concepts and ideas in a specific field of study and provide an opportunity to initiate the development of graduate level competences.
<b>Courses 300 level with graduate prerequisites</b>	<b>Mastery 2 (M2)</b>	<b>Mastery 2 courses build upon students' execution of Mastery 1 learning outcomes and allow for further development of students' mastery of concepts, ideas, and competences in the specific field of study.</b>
Courses 398, 399	Mastery 2 / Assessment (M2A)	Mastery 2/Assessment courses are structured to provide opportunity to assess students' achievements of set program learning outcomes.