



**SAM HOUSTON STATE UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION
DEPARTMENT OF GENERAL BUSINESS AND FINANCE**


**COURSE SYLLABUS
BUAD 4345.1 ENTREPRENEURSHIP II: GROWTH AND HARVEST
FALL 2016**

This course addresses the growth and harvest/exit phases of an entrepreneurial business. It focuses on the challenges faced by such businesses as they move beyond startup. Students learn how to create value by growing a business profitably, and how to harvest that value through an appropriate exit strategy. Upon completion of this course, students will receive a Certificate in Growing a Business from My Own Business Institute, University of Santa Clara, California. Prerequisite: BUAD 3345. Credit 3.

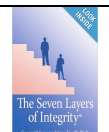
SECTION(S): BUAD 4345.01 (CRN 82217) 9:30am-10:50am, TuTh, SHB 306
PREREQUISITES: BUAD 3345 (waivable by professor)
INSTRUCTOR: Robert (Chip) Matthews, J.D./Attorney at Law, M.Acctg./C.P.A.
OFFICE: SHB 200-F
PHONE: Office: 936-294-4632
 Cell: 713-828-8803 (emergencies only)
 Fax: 936-448-1639
EMAIL: SHSU: rbm003@shsu.edu
 Alternate: rcmatt13@yahoo.com
HOURS: Office: 11:00am-12:30pm TuTh, 3:30pm-5pm TuTh, 9am-5p We

The most efficient and convenient means to ask questions or schedule an appointment is via email to SHSU address. However, I also check my voicemail and if you call, I will call you back as soon as possible. Please just remember to leave me your return phone number.
 I will communicate with you in class, via email, and via BlackBoard. You are responsible for knowing any and all information disseminated by any of those methods. Any information emailed to you or posted on BlackBoard will be considered as delivered as of the time that it is emailed or posted.

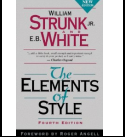
REQUIRED TEXTS

Hess, Edward D., 2011, <i>Growing and Entrepreneurial Business: Concepts & Cases</i> , Stanford, CA, USA: Stanford University Press.	
Business Expansion course, from My Own Business Institute (MOBI) at Santa Clara University (CA), online https://www.scu.edu/mobi/business-courses/business-expansion/ . You will be required to register for this course and complete the required assignments. Upon completion, you will receive a certificate in business expansion from Santa Clara University.	

The following are recommended, but not required.

Jones, George P., and J. Ferrill (2006), <i>The Seven Layers of Integrity</i> , Bloomington, IN, USA: Author House. ISBN-10: 1420866842 ISBN-13: 978-1420866841	
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Strunk, William Jr., E.B. White, and R. Angell, *The Elements of Style 4th edition (August 2, 1999)*, Boston, MA, USA: Pearson.
 ISBN-10: 020530902X
 ISBN-13: 978-0205309023



Students should be familiar with the *Wall Street Journal* or *Financial Times*, *Fortune* or *Business Week* or *Forbes*, and *Time* or *Newsweek* or *The Economist*, and the Small Business Administration internet web site, www.sba.gov/smallbusinessplanner/index.html

CAVEAT

The professor reserves the right to waive any of the policies and procedures in this syllabus in isolated cases, for what he believes to be good reason, based upon specific facts and circumstances. Waiver of a particular policy or procedure in one case does NOT mean or imply either:

- *That other policies and procedures will be waived; or*
- *That the same policy or procedure will be waived in any other case or cases*

COURSE OBJECTIVES/TOPICS

Upon completion of this course, the student will have demonstrated knowledge and understanding of the following course objectives and topics:

OBJECTIVE/TOPIC	TYPE	SOURCE	HOURS
OBJECTIVE: Learn fundamental principles, generalizations or theories			
• Topic A – Valuation, Growth, and Harvest Overview	General Knowledge		1.5
• Topic B – Stages of Growth	“		1.5
• Topic C – Preparing for Growth	“		1.5
• Topic D – Leadership	“		1.5
• Topic E – Negotiation and Customer Feedback	“		1.5
• Topic F – Getting Your Team in Place	“		1.5
• Topic G – Managing Growth – Rapid Growth, HighTech Startup, Seasonal Business	“		1.5
• Topic H – Growth Approaches – Opportunity Recognition, Brand Awareness, Niche Player	“		1.5
• Topic J - The Family Businesses	“		1.5
• Topic K – Financial Controls and Cost Reduction	“		1.5
• Topic L – Managing Cash Flow	“		1.5
• Topic M - Capital Sources and Application	“		1.5
• Topic N – E-commerce, the Internet, and Social Media	“		1.5
• Topic P – Growth by Duplication	“		1.5
• Topic Q – Vertical integration	“		1.5
• Topic R – Growth by Merger and Acquisition	“		1.5
• Topic S – Global/International Growth	“		1.5
• Topic T – Franchising	“		1.5
• Topic U – Capitalizing with and Exit Strategy – IPO, Selling Business, Succession Plan	“		1.5
• Topic V – Getting out of a bad deal-Shutting down, insolvency, bankruptcy	“		1.5
• Topic W – Social Entrepreneurship			
OBJECTIVE: Learn to apply course material (to improve thinking, problem solving, and decision making)			
• Case analyses	Application		5.0

OBJECTIVE: Learn to analyze and evaluate critically ideas, arguments, and points of view			
• Case analyses	Application		5.0
OBJECTIVE: Learn to work together in a group			
• Case analyses	Application		5.0
TOTAL CLASS HOURS			45.0

Tentative Class Schedule is at Attachment 1.

ASSIGNMENTS AND GRADING POLICY

Minimum cutoff score for various grades is as follows:	Grading will be based on the following:
A Lower of 89.5 points or class median plus 10 points	Case presentations 25%
B Lower of 79.5 points or class median	Written case studies 25%
C Lower of 69.5 points or class median minus 10 points	Participation 25%
D 59.5 points	Exams 25%
F Below 59.5 points	TOTAL 100%

GRADING POLICY IS SUBJECT TO CHANGES, WHICH WILL BE ANNOUNCED IN CLASS AND/OR ON BLACKBOARD.

Further information about each of these components is as follows:

Case Presentations (25%) – You will be assigned to present, as a team, 3 cases from the case book during the semester.

You are to present the facts, identify the issues, suggest resolution to the issues, and lead class discussion of the issues and proposed solutions. This is not a book report, you are expected to come up with recommended solutions and to be able to support your recommendations.

Written Case Analyses (25%) – 2 written case analyses, prepared for one of cases previously discussed in class. For each case analysis, you will select one case previously discussed, and perform an appropriate analysis of the relevant points. Most cases in the book have questions to guide you in this effort. We will discuss more specific details in class. You may select a case that your presented or one that you did not present.

Participation (25%) – Quizzes, case recitals, and class discussion. 1) The first 5 minutes of class will be used not for a short quiz to review the previous class period's lesson. Quizzes cannot be made up. 2) The syllabus contains references to a number of business cases from the textbook, and the professor will assign additional cases that are shown as TBA. We will discuss those cases in class, and one student will be tasked to lead each discussion. All students are expected to participate, and will receive daily participation grades. 3) If you are absent, your participation score will be zero for that date.

Exams (25%) – Four exams 1) Mid-term exam, 2) Comprehensive final exam, 3) completion of the My Own Business Institute Growing a Business online course at Santa Clara University in Silicon Valley, CA; program will include online quizzes and a final exam (instructions on how to access will be provided); upon completion you will receive a certificate in Growing a Business from Santa Clara, and 4) completion of individual personal improvement project.

Pass-Fail - Certain activities may be graded on a "pass-fail" basis. In such cases, the average grade for "pass" will be 80 and the average grade for "fail" will be 50. For group projects graded on a "pass-fail" basis, scores for individual group members may be adjusted up or down from the norm.

Extra Credit – For students participating in the Honors Program, who wish to include this course in their Honors courses, a third written case analysis will be required.

This is a web-enhanced class. There may be a mix of in-class and web-based tests. ***GRADING POLICY IS SUBJECT TO CHANGE AS CIRCUMSTANCES REQUIRE. CHANGES WILL BE ANNOUNCED IN CLASS AND/OR ON BLACKBOARD.***

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- That other policies and procedures will be waived; or*
- That the same policy or procedure will be waived in any other case or cases*

ATTENDANCE POLICY

Attendance is expected as is stated in the latest Sam Houston State University catalog. The penalty for excessive absences is automatic failure. Those who miss a substantial number of classes will be missing material that will be discussed in class, that may or may not appear in the texts or outside readings, and over which the class will be tested. The following specific provisions apply to this particular class only:

- Lateness Rule - Attend every class that you can, even if you are late. The intent is to encourage you to come to class. Frequent or repeated tardiness may result in penalty.
- Makeup Tests - There will be 5 to 7 tests during the semester, some or all of which may be unscheduled. Your lowest test score will be dropped. There will be no makeup tests.
- Excused Absences - There are no excused absences except for attendance at official university functions. You are either present or absent. If you advise in advance of days which you will be required to miss, I will make reasonable efforts to accommodate you, but there are no guarantees.
- Sign-in Sheet - Attendance will be taken via a sign-up sheet. It is not a seating chart. You may not sign in for another student who is not present is. If you are late to a class, you may sign in after class.

ABSENCES FOR RELIGIOUS HOLY DAYS AND OFFICIAL UNIVERSITY FUNCTIONS

Students who are absent from class for (1) observance of a religious holy day, or (2) participation in an official university event (athletic events, competitions, conventions, seminars) will be allowed to take an examination or complete an assignment scheduled for that day within one (1) week of returning to class. The student, not later than the 15th calendar day after the first day of the semester, must notify the instructor of each scheduled class day that he/she would be absent for such purposes.

HANDICAPPED STUDENT POLICY

It is the policy of Sam Houston State University that no otherwise qualified disabled individual shall, solely by reason of his/her handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any academic, Student Life program or activity. Handicapped students may request academic assistance when needed from a Committee for Continuing Academic Assistance for Disabled Students by visiting the Director of the Counseling Center in the Lee Drain Building Annex, or by calling ext. 1720.

CLASS RULES AND POLICIES

You can find a more detailed description of university policies in the current SHSU catalog. In order to facilitate a positive classroom environment, please observe the following:

- University regulations prohibit smoking, food or drink in the classroom.
- Class will start promptly at the assigned time.

If you have concerns about this class, please come by to talk with me first. If you are not satisfied with our discussion, then I will gladly go with you to the next level of administration.

BASIC GUIDANCE

You should care enough about yourself to do what you need to do to make the best grade possible in this course; if you don't, then the least you can do is to care enough about your classmates not to interfere with their opportunity to do so.

The following topics will be handled in accordance with the indicated policy numbers in the Student Policy Manual, which are incorporated herein by reference:

Policy Title	Policy Number	Year Revised
Academic Grievance Procedures for Students	<u>900823</u>	2006
Admission Standards for Undergraduate Students	<u>840502</u>	2015
Class Attendance	<u>800401</u>	2015
Students with Disabilities/Challenges	<u>811006</u>	2014
Enrollment and Facilities Use Policy	<u>030603</u>	Original
Graduating with Honors	<u>030325</u>	Original
Posthumous Recognition of Students	<u>830824</u>	2005
Academic Honesty and Procedures in Cases of Academic Dishonesty	<u>810213</u>	2006
Reproducing of Hard Copy Student Academic Records from the Computer Data Bank	<u>830823</u>	2005
Religious Holy Days and Student Absences on Such Days	<u>861001</u>	2004
Student Educational Records	<u>810806</u>	2008
Student Resignations	<u>990407</u>	2007

COURSE EXPECTATIONS

The table below clarifies the minimum responsibilities of, respectively, students and the instructor in this class. Failure by students to meet with these responsibilities will diminish their educational experience, performance, and/or course grade.

STUDENT RESPONSIBILITIES	FACULTY RESPONSIBILITIES
1. Responsible for his/her own educational achievement.	1. Responsible for facilitating a classroom learning environment in which all students have an opportunity to achieve the course learning outcomes.
2. Responsible for coming to all class sessions fully prepared to participate in discussions and/or activities scheduled for the period, including reviewing all assigned readings, completing class preparation assignments, assigned homework, and/or other preparatory tasks assigned.	2. Responsible for ensuring that class preparation assignments, homework, etc., are relevant to the planned topic for the class and overall course objectives, and for communicating relevance to students if questioned.
3. Responsible for asking relevant questions about course concepts about which they are uncertain, and if such questions cannot be dealt with during the regular class period, for arranging to meet with the instructor during office hours.	3. Responsible for responding appropriately and professionally to student inquiries about course concepts, and – if required – agreeing to consult privately with students during office hours.
4. Responsible for bringing to the instructor's attention as soon as possible the presence of any special learning needs of which the instructor should be cognizant in order to properly perform his/ her professional responsibilities. If a student requires special ADA accommodations, he/she is responsible for contacting appropriate persons to discuss needs.	4. Responsible for: (a) complying with all applicable laws, regulations and SHSU policies with regard to students with academic learning challenges, and (b) taking reasonable steps to assist or counsel students in general regarding means of maximizing their educational achievement in the class.

STUDENT RESPONSIBILITIES	FACULTY RESPONSIBILITIES
5. Responsible for understanding the performance standards established for the course, and for accepting that such standards will be applied equally to all students in the interest of professional fairness and equity.	5. Responsible for measuring student outcome achievement against performance standards appropriate to the level of the course, and for communicating these standards and expectations to students.
6. Responsible for compliance with SHSU policies regarding academic integrity, and for accepting the consequences of violations thereof.	6. Responsible for discussing the SHSU policy regarding academic honesty, cheating, and/or plagiarism, making clear to students the reasons for the policy, and discussing standardized protocols for attribution, through citations and references, of the original work of others.

YOUR PROFESSOR

Robert (Chip) Matthews is licensed in Texas as both an attorney and a CPA. He received B.A. (Mathematics/Economics) and Master of Accounting degrees from Rice University, Houston, Texas, and a J.D. from the University of Houston Law Center, Houston, Texas. He began his professional career with a major international public accounting and consulting firm, where he became a senior auditor. Subsequently, he has been senior analyst in utility and municipal finance with an engineering and construction management firm, manager of plans and budgets with a multi-national manufacturing company, consulting senior manager with a major international public accounting and consulting firm, and sole practitioner with his own accounting and law firms. He has most recently been vice-president and shareholder in the largest privately-held consulting firm in the areas of accounting, finance, and information technology the United States, where his primary client service areas included merger and acquisition due diligence and assistance, regulatory and environmental law and accounting, utility and municipal finance, bankruptcy and turn-around advisory services, tax and business planning, commercial arbitration, and corporate governance. His clients have primarily been in the energy, public utility, government, healthcare, financial institutions, real estate, and construction industries. He has taught accounting, law, and business administration at the university level. He is a retired Commander, U.S. Naval Reserve, and his leisure interests include sports, travel, and music. He also coaches women's rugby.

NOTE

My 30 years of experience in the business community has led me to believe that universities do a poor job of preparing students for the "real world" in the following areas:

- *Working together with others in a group*
- *Verbal expression and presentations*
- *Written expression*
- *Thinking outside the box*
- *Understanding and applying ethics*

This course is specifically and intentionally designed to address each of those areas.

ATTACHMENT 1 - TENTATIVE AND PRELIMINARY COURSE SCHEDULE AND ASSIGNMENTS

WK	DATES	TUESDAY	THURSDAY
1	27 Aug		A-Introduction, Course Outline, and Ethics Case: Freedom Technology Services
2	1-3 Sep	B-Review-Ten Steps to Entrepreneurial Success Case: ZEO	C-Why We Use Case Studies Case: Jeff Bowling/Delta Companies
3	8-10 Sep	Topic 1-Valuation, Growth, Harvest Overview Hess, Chapter 1, Growth Can Be Good/Bad Case: Eyebobs	Topic 2-Six Stages of Growth Hess, Chapter 2, Darden Research Case: Octane Fitness
4	15-17 Sep	Topic 3-Starting a Business and Managing Growth Hess, Chapter 3, Growth is More than a Strategy Case: Room & Board	Topic 4-Managing Rapid Growth Hess, Chapter 4, The 4 Ps of Growth Case: Secure Works
5	22-24 Sep	Topic 5-Leadership Hess, Chapter 5, Entrepreneur Must Grow Too Case: Defender Direct	Topic 6-Building the Management Team Hess, Chapter 6, Building Management Team MOBI Session 2, Getting Your Team in Place Case: Global Medical Imaging
6	29 Sep-01 Oct	Topic 7- Creating Culture Hess, Chapter 7, Culture Case: Leaders Bank	Topic 8- Growth Options Hess, Chapter 8, Growth Thrusters Case: Enchanting Travels
7	06-08 Oct	Topic 9-Family Business Hess, Chapter 9, Family Business MOBI Session 15, Family Succession Case: Edens & Avant	Topic 10-Financial Controls MOBI Session 1, Financial Controls Cases: Better World Books MIDTERM EXAM (6.25% of grade)
8	13-15 Oct	Topic 11 – Customer Feedback MOBI Session 3, Customer Feedback Case: 3 Fellers Bakery	Topic 12-Cost Control MOBI Session 4, Achieving Lowest Expenses Case: Valley-Wide Health
9	20-22 Oct	Topic 13- Negotiation MOBI Session 5, Develop Negotiating Skills Case: LG Investments	Topic 14- Managing Capital MOBI Session 6, Capital Allocation Alternatives Case: Mellace Family Brands
10	27-29 Oct	Topic 15- Using the Internet to Grow MOBI Session 7, Advanced E-Commerce Case: Barger	Topic 16-Opportunity Recognition/Duplication MOBI Session 8, Growth by Duplication Cases: Sammy Snacks WRITTEN CASE ANALYSIS 1 (12.5% of grade)
11	03-05 Nov	Topic 17-Vertical Integration MOBI Session 9, Vertical Integration Case: Trilogy Health Services	Topic 18-Franchising MOBI Session 10, Franchising Your Business Cases: Motor City
12	10-12 Nov	Topic 19-Global/International Growth MOBI Session 11, Global Expansion Case: Students Helping Honduras	Topic 20 – Managing High-Tech/Managing Seasonal Commodity Businesses Cases: VisionSense, Dancing Beer Baking
13	17-19 Nov	Topic 21-Growth as a Niche Player/Growth Through Brand Awareness Cases: Nancy's Coffee, Blue Lagoon	Topic 22-Mergers and Acquisitions MOBI Session 12, Buying a Business Cases: Appalachian Commercial Cleaners WRITTEN CASE ANALYSIS 2 (12.5% of grade)
14	24-26 Nov	Topic 23-Positive Exits: Going Public MOBI Session 13, Going Public Cases: Hass Shoes	THANKSGIVING
15	01-03 Dec	Topic 24-Positive Exits: Selling, Succession MOBI Session 14, Selling Your Business Case: Green Copier	Topic 25-Negative Exits: Shutting down, insolvency, bankruptcy Case: James Abrams/Clockwork Home Services

WK	DATES	TUESDAY	THURSDAY
16		FINAL (6.25% of grade)	

Attachment 2 - Student Acknowledgement and Information Sheet

The following information is requested by your professor to assist in the proper administration of this class.

My name as listed in University records	
I prefer to be called (indicate pronunciation fo-NET-ik-lee).	
My contact telephone number	
During this semester, I am living	___ in the Huntsville area, or approximately ___ miles away
Secondary email address	
Emergency contact	Name _____ Telephone and area code _____
My major/minor	
# of hours of academic work completed before this semester	
# of hours that I work per week	
What I want to get out of this course	
Please indicate any special needs or concerns	

ACKNOWLEDGEMENT: You have been provided a copy of syllabus for Dr. Matthews's class, you have read it and you understand it, and you agree to abide by its provisions, specifically including but not limited to the Academic Honesty policy and the following:

1. Excessive absences will result in failure
2. Grades will be assigned in accordance with the grading policy
3. Class rules and policies will be followed.
4. Any and all information provided by Dr. Matthews, including personal examples, is given only for instructional purposes, does not constitute legal advice, and should not be construed or relied upon as legal advice.

CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT

You understand that in the course of taking this class, particularly during team assignments, you may come into contact with, or possession of, certain information which may be proprietary to another individual or in some way privileged and/or confidential. All such proprietary, privileged, and/ or confidential information shall be referred to as the "Information," and any individual providing such information shall be referred to as the "Disclosing Party." You agree:

- (a) To receive and maintain the Information in confidence;
 - (b) Not to reproduce, copy, or duplicate the Information or any part thereof without express written consent of the Disclosing Party;
 - (c) Not to make known, divulge, publish, or communicate the Information to any person or entity, directly or indirectly, without the prior express written consent of Disclosing Party;
 - (d) To limit the distribution and dissemination of the Information to persons who have a need to know and an obligation to protect it;
 - (e) Not to use or utilize the Information without the express written consent of Disclosing Party;
 - (f) Not to use the Information or any part thereof as a basis for the design or creation of any method, system, apparatus or device similar to any method, system, apparatus or device embodied in the Confidential Information unless expressly authorized in writing by Disclosing Party; and
 - (g) To utilize your best efforts possible to protect and safeguard the Information from loss, theft, destruction, or the like.
- Your completion of this form and emailing the completed page back to the professor constitutes your agreement to and acceptance of all provisions in the Acknowledgement and all other sections of this syllabus. Your signature below evidences your agreement with the above:

Signed

BUAD4345Syllabus Revised: 8/21/17

Date