

**Course Materials  
MGMT 308W, Sec. 1 & 2  
Small Business Management  
Fall, 2009**

**Dr. Scott W. Kunkel  
University of San Diego**

(Fall 2009 edition)

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**Syllabus**  
**MGMT 308W**  
**Small Business Management**  
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**University of San Diego**  
**School of Business Administration**

**Syllabus for MGMT 308W**  
**Small Business Management**  
**Sections 1 and 2**  
**Fall, 2009**

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**Instructor Information**

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**E-Mail:** kunkel@sandiego.edu      Other times by appointment only  
**Web Sites:** <[www.sandiego.edu/~kunkel](http://www.sandiego.edu/~kunkel)>

## **Required Books and Supplies**

1. Katz, J.A., & Green, R.P. (2007) *Entrepreneurial small business, 2<sup>nd</sup> Edition*, Boston: McGraw-Hill Irwin.
  2. The business disc online (Computer simulation). (2002). [Multi-media program]. Baltimore, MD: Maryland Interactive Technologies. (Optional)
  3. Shrink wrapped packet entitled *Course materials: MGMT 308W* which includes:
    - Kunkel, S. W. (2009). *Syllabus for MGMT 308 W, Fall 2009 edition*. San Diego, CA: USD Bookstore (Copied booklet).
    - Kunkel, S. W. (2009). *The Great Game of Learning Rulebook, Fall 2009 edition*. San Diego, CA: USD Bookstore (Copied booklet).
    - Kunkel, S. W. (2009). *Suggested projects for MGMT 308 W, Fall 2009 edition*. San Diego, CA: USD Bookstore (Copied booklet).
  4. Kunkel, S. W. (2009). *The 80/20 guide™ to business writing*. (Paperback). San Diego, CA: Kunkel Publishing.
  5. One three-ring binder (hard shell, 1 inch rings or larger). This will be used to fulfill the required assignment to keep a portfolio of your work that will be submitted near the end of the semester.
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## ***Course Description***

MGMT 308W deals, first and foremost, with the application of the basic business disciplines to the small business environment. The course examines the unique problems of management both in growth-oriented small firms on their way to becoming large firms and in intently small, income substitution ("mom 'n' pop") firms. The issues that we will examine include:

1. Managing to provide for survival and growth of the small business;
2. How smallness influences management processes such as recruitment and motivation of employees;
3. How smallness influences marketing, finance, operations, and other functional areas within the small firm;

4. The process of starting and running a small business.
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## *Course Objectives*

The objectives of this course coincide with the Mission Statement of the School of Business Administration at the University of San Diego:

The School of Business Administration is committed to developing socially responsible leaders and improving global business practice through innovative, personalized education and applied research.

As such, this course uses a unique teaching methodology, described in the next section of this syllabus, which is designed to allow you to self-design the projects you will complete for this course in order to provide you with a personalized learning experience to enhance your understanding of and involvement in the subject of Small Business Management. Specific objectives include:

1. To examine and understand some of the more significant business and ethical issues that are unique to small businesses.
2. To experience, in simulation form, starting and running a competitive, profit-driven small organization from the perspective of the owner/manager.
3. To practice analyzing complex material and discussing it in a group environment both through participating in the computer simulation as well as independent and group projects, and by analyzing and discussing the text material and real-world cases.
4. To allow you to customize the course by designing projects that most closely align with your personal goals and needs.
5. To practice and develop your writing skills and your skills at oral presentations in a nurturing and supportive environment that encourages you to edit, rewrite, and learn from your mistakes rather than being punished for them.
6. To help you consider and evaluate whether owning a small business might be a viable and enjoyable career path for you.
7. To have some fun as we learn!

In addition, MGMT 308W is designated as a W (writing) course. This means that, as we discuss the topic of small business, there will be significant opportunity for you to develop and practice your skills in writing and oral presentation. This writing development will be undertaken in a supportive, non-threatening environment in which you will be given

the opportunity to develop your writing skills by editing and rewriting your projects so that you can learn from your mistakes rather than being punished and down-graded for them.

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## *Teaching Methodology*

This course uses a unique teaching methodology devised by Dr. Kunkel called “The Great Game of Learning” (formerly known as “Consultant Learning”). The Great Game of Learning is a new method of structuring courses in a way that is designed to empower you and place you in control of your own learning process. The Great Game of Learning approach turns the classroom into a laboratory for the free enterprise system, using price as the allocation mechanism for grades earned.

You determine your own grades by completing projects which earn “consulting fees.” The amount of consulting fees you choose to earn determines your grade. The Great Game of Learning is built upon a significantly different paradigm from the traditional college course. Traditional courses operate on a system in which all students are required to do the same *quantity* of work and the *quality* of the work performed is judged and graded. Accepting low quality work and simply lowering a student’s grade for poor quality is the predominant assessment paradigm used in universities.

In the Great Game of Learning, the required *quality* of the work you must perform is held constant at a very high level – “professionalism” – and low quality work must be redone and resubmitted until it meets that professionalism standard. Then the *quantity* of professional quality work you perform during the semester becomes the basis for your grade.

You will earn consulting fees for projects which you select from a menu of project choices or that you design yourself on topics that are of interest to you. For each project that you intend to complete you will submit a proposal to be approved by your professor before you begin work on the project.

Once the proposal is approved you may complete the project. Completed projects will be submitted to your professor electronically. Projects which are not of professional quality will be returned to you electronically along with notes on what needs to be done to the project to make it professional quality. You must rework and resubmit the project in order to get “paid” for it. Once a project is professional quality, it will be returned to you with “Paid \$2,000” (or whatever amount was agreed upon in the proposal) on the cover page.

You will also receive consulting fees for in-class work, such as attendance and being prepared for class. Near the end of the semester you will compile all your paid projects into a portfolio that will be submitted to your professor. In your portfolio will be two accounting sheets showing what you’ve earned, both from in-class fees and project fees, and the grade for which that amount of fees qualifies you.

Exactly how projects are designed, and how you earn fees are described in the required booklet entitled *The Great Game of Learning Rulebook*. That booklet tells you everything you need to know to be successful in a Great Game of Learning course.

A second required booklet, *Suggested Projects for MGMT 308W*, will provide you with a list of projects which you can customize along with a detailed description of what success looks like for each project. The booklet will also describe the process by which you can design your own projects.

A spiral-bound book in your required materials for the course entitled the *80/20 Guide™ to Business Writing* will help you to produce professional quality business reports, letters and memos that are in the designated form for this course.

The table below shows the amount of fees that you will need to earn to receive each specific grade.

<b>Assigning Grades</b>			
Fees Earned	Grade	Fees Earned	Grade
\$25,000 up	A	\$15,000 to \$16,999	C+
\$23,000 to \$24,999	A-	\$13,000 to \$14,999	C
\$21,000 to \$22,999	B+	\$11,000 to 12,999	C-
\$19,000 to \$20,999	B	Below \$11,000	F
\$17,000 to \$18,999	B-		

Copies of this booklet, *Syllabus for MGMT 308W*, and the two other copied booklets, *Suggested Projects for MGMT 308W*, *The Great Game of Learning Rulebook*, and the spiral bound book, *80/20 Guide™ to Business Writing*, are all available at the USD Bookstore as well as on Dr. Kunkel’s website at <[www.sandiego.edu/~kunkel](http://www.sandiego.edu/~kunkel)>. All four of these books are required materials for this course.

### ***Missed Class Policy***

Some students, such as student athletes, may need to miss class. The way you earn fees for class attendance and for being prepared for class discussion as well as information on what happens if you need to miss class are described in detail in the *The Great Game of Learning Rulebook* in your course materials. As described in the University’s Missed Class Policy, you will be allowed to replace fees lost for any classes missed for University activities. If you have to miss several classes for university activities, come see me and we

will work out a system for you to show that you have completed the course materials covered in the missed classes.

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## *Academic Integrity and Plagiarism*

The use of information from published sources can create some confusion about proper use and referencing of material that you did not generate yourself. Here are some guidelines to help you use but not misuse information produced by others.

It is expected that you will read publications and incorporate into your projects some of the findings and ideas contained in those published works and/or web pages. When you refer to information generated by someone else, it is important to credit the source of that information, not only to give credit to the author but also to let the reader know the source so they can better judge the reliability of the information.

In APA report form, which we will be using in this course, you credit the original author in the form of parenthetical citation and a proper APA-format bibliographical reference in the “References” section of your report at the end of the report. For example, the following is a correctly formatted in-text citation:

“The simplest way to begin an analysis of a corporation’s value chain is by carefully examining its traditional functional areas for potential strengths and weaknesses” (Wheelen & Hunger, 2002, p. 87).

It could be appropriate for you to include a sentence like this in one of your papers, but since you didn’t perform the research that led to this conclusion you need to cite the people who did. This sentence is directly quoted from a book published by Wheelen and Hunger in 2002. Since it is directly quoted, the citation gives the page number and it is in an appropriate quotation form for a short quotation – quotation marks.

However, if instead of quoting the book, I had simply used their conclusion in my own words (paraphrased), I would still use the citation of the book where I got the information but would omit the page number and would not put the information in quotation marks in the text. For example, I could have written in my report:

One of the best ways to begin a value chain analysis is with an analysis of the organization’s strengths and weaknesses (Wheelen & Hunger, 2002).

In this case, I did not quote Wheelen and Hunger, although I did use their conclusion. Therefore, I included a citation of the book as the source of this information.

Neglecting to properly cite another person's work is a form of *plagiarism*, the practice of reporting someone else's work as your own. There are other forms of plagiarism as well, including: copying portions of text verbatim from published sources (including the Internet) without properly citing the source; drawing material from similar papers written by other students or by yourself for another course without citing the other works as sources; and receiving unauthorized assistance on papers. You can always get help from anyone to learn how to “do it,” but when you get someone else to “do it” for you so that you don’t have to learn how to “do it,” that is unauthorized help.

The simplest way to avoid plagiarism is to include a proper citation for any FACT that you obtained from any source, be it a published source or an interview. When someone else gave you the information, just tell the reader where you got the information.

Plagiarism constitutes a serious breach of professional ethics as well as being a violation of the University of San Diego's academic integrity policy. If an instructor has reason to believe that an act of plagiarism has occurred, an academic integrity report must be filed with dean of the college and an academic integrity hearing may be convened. If the academic integrity hearing committee determines that plagiarism has occurred, disciplinary action may range from loss of points toward a grade to expulsion from the university (University of San Diego Academic Integrity Policy).

Bottom line: do your own work and don't copy the work of others, and cite the sources of your information correctly. Plagiarism is unethical, it's way too easy to get caught, and being called before an academic integrity hearing committee is far more unpleasant than simply writing your own papers. You will find a lot of advice on how to cite sources in the text and how to construct a correctly formatted APA bibliography in the *80/20 Guide to Business Writing*, included in your course materials.

Any questions about what constitutes plagiarism, ask your instructor. Better safe than sorry!

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