



## **MGMT 3371-900 Entrepreneurship: Small Business Management, Spring 2026 Syllabus**

### **Department of Management and Marketing, College of Business**

Class Modality: In Person, Hybrid, Classroom BLH156

Class Duration: January 20, 2026 – May 12, 2026

Course Website: <https://tamusa.blackboard.com/>

### **Instructor Information**

Instructor: Stephanie Black, Ph.D.

Office: BLH Building 341M

Office Phone: 210-784-2555

Email: [sblack@tamusa.edu](mailto:sblack@tamusa.edu)

### **Student Hours:**

Monday–Friday, 10:00 AM–4:00 PM (in person or virtual, by appointment).

Students needing alternative meeting times or formats (e.g., phone, Zoom with captions) are encouraged to contact the instructor.

**Refer to Blackboard throughout the semester for announcements and messages. If you have questions, you may email me. If I do not get a response within 24 hours, please resend me a notification.**

### **Course Communication**

Students should monitor **Blackboard announcements and their TAMUSA email daily** for course updates and official communications.

Email is the preferred method of communication. The instructor will typically respond within **48 business hours (Monday–Friday)**. If a response is not received within that time, students may resend their message.

### **Catalog Course Description:**

MGMT 3371. This course will introduce students to the concept of organizational management and the unique challenges of managing a small or startup business. Among the major topics in this class, we will discuss the process of management, the various managerial activities, strategy and decision-making human behavior and motivation theories, ethics, globalization, diversity, teams, crisis management,

human resource management, managing growth and expansion, the unique management challenges of family businesses, and succession issues and planning.

**TSI Restrictions(s):** Math.

**Prerequisites:** Completion of the College of Business prerequisites. MGMT3370

**Restrictions:** Graduate-level students may not enroll.

### **Student Learning Outcomes:**

Upon successful completion of this course, students will be able to:

1. Identify and evaluate entrepreneurial opportunities across industries
2. Develop and clearly communicate a viable business model
3. Conduct market research and competitive analysis
4. Demonstrate foundational financial literacy for small businesses
5. Assess and manage entrepreneurial risk
6. Communicate business ideas effectively through written and oral presentations
7. Apply legal and ethical principles to business decision-making
8. Demonstrate innovation and creative problem-solving
9. Analyze entrepreneurship from a global perspective

### **Methods Of Instruction:**

This course uses a variety of instructional methods to support diverse learning styles, including:

- Lectures and guided instructional materials
- Readings and multimedia resources (with captions or transcripts when applicable)
- Individual and group assignments
- Case studies and simulations
- Discussions (in-person and online)
- Quizzes and applied activities

All required course materials will be made available in **accessible digital formats** through Blackboard.

### **Class Structure and Expectations:**

This is a **hybrid course**, combining scheduled in-person meetings with required online learning activities. Students are expected to actively participate in **both** components.

- **Time Commitment:** Students should plan to spend approximately **10 hours per week** on course activities.
- **Pacing:** Each module has clearly posted deadlines. Staying current is essential for success.
- **Participation:** Engagement may include discussions, collaborative activities, assignments, and reflections.

Students who encounter barriers to participation are encouraged to contact the instructor promptly.

### Assessment And Grading

Student learning will be assessed through quizzes, assignments, discussions, projects, and participation. Students are expected to:

- Demonstrate understanding of course concepts
- Apply knowledge to real-world business scenarios
- Engage thoughtfully with course materials

### Grading Breakdown

Component	Percentage
Quizzes	20%
Assignments, Discussions, Participation	65%
Business Plan Project	10%
Business Plan Presentation	5%
<b>Total</b>	<b>100%</b>

### Final Grades:

A = 90–100 | B = 80–89 | C = 70–79 | D = 60–69 | F = below 60

### Late Work and Make-Up Policy

Late or make-up work is generally not accepted. Exceptions may be made for documented university-approved activities, serious illness, or emergencies. Approved late work will be graded at a maximum of 80% of the original points.

### Required Materials

#### Textbook

- **Title:** *Small Business Management: An Entrepreneur's Guidebook*
- **Author:** Mary Byrd
- **Edition:** 8th Edition
- **ISBN:** 9781266365805

#### Purchase Options:

- You may purchase the **access code**, which includes the eBook and the McGraw-Hill Connect component, **from the campus bookstore** or **directly from the publisher**.

- Purchasing directly from the publisher may provide a discounted rate. Please check the publisher's website for current pricing.

### **Student Registration and Online Access:**

- **McGraw-Hill Connect registration**  
link: <https://video.mhhe.com/watch/1RWvjJ8cspAzWeoWyXG7Cu>
- **Blackboard Access:** All course communications, assignments, and grades will be posted on Blackboard. Access Blackboard at <http://tamusa.blackboard.com>.
- Students should **check Blackboard multiple times per week** to stay current with course announcements and updates.

### **Accessibility Notice:**

- All course materials, including the eBook, videos, and Blackboard content, are accessible to students using assistive technologies. If you experience any accessibility barriers, please contact the instructor or Disability Services for support.

### **Other Recommended / Reading Materials:**

Additional reading materials are available through the Library online databases. Recommended materials include: The Wall Street Journal, the Financial Times (London), The San Antonio Business Journal and The Economist.

## **COURSE REQUIREMENTS**

1. **Blackboard Access**  
Blackboard is the official platform for this course. All course materials, announcements, assignments, and communications will be posted there. Students are expected to check Blackboard regularly.
2. **Participation**  
Students are expected to actively engage in discussions and group activities. If circumstances prevent participation, students must communicate proactively with the instructor.
3. **Assignment Submission**  
Students are responsible for submitting all assignments on time and verifying successful submission.
4. **Exams**  
Exams may be administered on campus or online using approved proctoring software. Students are responsible for scheduling exams according to provided instructions.
5. **Communication Expectations**
  - Include "Mgmt 3371" in the subject line of all course-related emails.
  - Emails should use a professional tone and include the student's full name.
  - The instructor will typically respond within one working day to messages sent in blackboard. If you do not hear back within 48 hours you may follow up on my personal email at [SBlack@tamusa.edu](mailto:SBlack@tamusa.edu).
  - If no response is received within 72 hours, students should follow up.

## 6. Technology Requirements

- Microsoft Office is required.
- Students must have access to a reliable computer and internet connection.
- A microphone and speakers or headphones are recommended but optional.

## 7. Use of Artificial Intelligence (AI) Tools

Any use of generative AI tools (e.g., ChatGPT, Bard, Gemini) must be fully disclosed in an appendix and properly cited. Unauthorized or undisclosed use of AI tools is considered academic dishonesty.

## 8. Course Ground Rules

Students are expected to:

- Complete readings and assignments by stated deadlines.
- Participate respectfully in all discussions.
- Provide constructive feedback and engage thoughtfully with differing viewpoints.
- Contribute positively to the learning environment.

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## **IMPORTANT POLICIES AND RESOURCES**

**Academic Accommodations for Individuals with Disabilities:** Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us <https://www.tamusa.edu/Disability-Support-Services/index.html> or email us at [dss@tamusa.edu](mailto:dss@tamusa.edu). Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

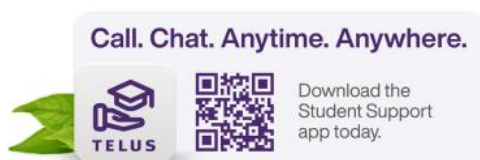
**Academic Learning Center:** The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing [tutoring@tamusa.edu](mailto:tutoring@tamusa.edu), calling (210) 784-1307, or visiting the Central Academic Building, room 202.

**Counseling/Mental Health Resources:** As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit [tamusa.edu/studentcounseling](https://tamusa.edu/studentcounseling)

*Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').*

Additionally, the TELUS Student Support App provides a variety of mental health resources to including support for in the moment distress, an anonymous peer to peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



**Emergency Preparedness:** JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>. More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/>.

Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

**Financial Aid and Verification of Attendance:** According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

**Writing, Language, and Digital Composing Center:** The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics/>.

**Meeting Basic Needs:** Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE referral (<https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

**Military Affairs:** Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at [military.va@tamusa.edu](mailto:military.va@tamusa.edu) or (210)784-1397.

**Religious Observances:** Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

**The Six-Drop Rule:** Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

**Statement of Harassment and Discrimination:** Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, gender expression, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual



harassment, sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator ([titleix@tamusa.edu](mailto:titleix@tamusa.edu), 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

**Pregnant/Parenting Students:** Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status ([titleix@tamusa.edu](mailto:titleix@tamusa.edu); 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

**Students' Rights and Responsibilities:** The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

### **Students' Rights**

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.



## **Students' Responsibilities**

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic-integrity.html>)

## **Use of Generative AI Permitted Under Some Circumstances or With Explicit Permission**

There are situations and contexts within this course where you may be asked to use artificial intelligence (AI) tools to explore how they can be used. Outside of those circumstances, you should not use AI tools to generate content (text, video, audio, images) that will end up in any student work (assignments, activities, discussion responses, etc.) that is part of your evaluation in this course. Any student work submitted using AI tools should clearly indicate with attribution what work is the student's work and what part is generated by the AI. In such cases, no more than 25% of the student work should be generated by AI. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). If any part of this is confusing or uncertain, students should reach out to their instructor for clarification before submitting work for grading. Use of AI-generated content without the instructor's permission and/or proper attribution in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

### **Key Dates For Fall 2026 Semester:**

*The complete academic calendar is available online:*

<https://www.tamusa.edu/academics/academic-calendar/current-year/spring-2026.html>

<b>Date(s)</b>	<b>Event</b>
October 27	Registration opens
December 24 – January 2	Winter Break
January 13	Tuition and fee payment deadline
January 16	Last day to withdraw and receive a 100% tuition refund (0% responsibility)
January 19	Martin Luther King Jr. Day – No classes
January 20	First class day
January 27	Last day to register
February 4	Census date
February 5	Drop for non-payment
February 23 – March 6	Midterm grading period
March 9 – March 14	Spring Break
April 3	Study day – No classes
April 17	Last day to drop with an automatic grade of “W”
May 1	Last day to withdraw from the university
May 4	Last day of scheduled weekday classes
May 5	Study day – No classes
May 6 – May 12	Final examinations
May 12	End of term
May 15	All grades due by noon
May 18	Grades available in JagWire
May 19	Commencement

### **Tentative Class Schedule – MGMT 3371: Entrepreneurship: Small Business Management (Spring 2026)**

#### **Important Notice**

This schedule is provided for planning purposes only and is not contractual. The instructor reserves the right to modify course content, assignments, due dates, or activities as needed to support student

learning and accessibility. Any changes will be communicated in advance via Blackboard announcements.

Each module opens on Monday and closes on Sunday. Assignments are due Friday unless otherwise specified.

Week	Module	Chapter / Topic	Assignments / Activities
1 (Jan 19)	Module 1	<b>Introduction to Entrepreneurship &amp; Small Business Management</b> <ul style="list-style-type: none"> <li>• Start Reading Chapter 1: Starting Your Small Business</li> </ul>	<ul style="list-style-type: none"> <li>• Icebreaker Activity: Entrepreneurial Aspirations</li> <li>• Student Information Assignment</li> <li>• Read “Who Owns America’s Businesses”</li> <li>• Watch Videos: “Who Is An Entrepreneur”</li> <li>• Self-Assessment Assignment</li> <li>• Quiz Chapter 1</li> </ul>
2 (Jan 26)	Module 2	<b>Traits of Entrepreneurs &amp; Family Businesses</b> <ul style="list-style-type: none"> <li>• Chapter 2: Family-Owned Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Read: “Entrepreneurial Mindset”</li> <li>• Watch Videos: Characteristics of Successful Entrepreneurs; How to Cultivate an Entrepreneurial Mindset with Linda Chiou; The Entrepreneurial Mindset from Kid to Entrepreneur; What is an Entrepreneurial Mindset</li> <li>• Entrepreneurial Assessment Assignment</li> <li>• Case Study: Family Business Legacy</li> <li>• Quiz Chapter 2</li> </ul>
3 (Feb 2)	Module 3	<b>Types of Entrepreneurship</b> <ul style="list-style-type: none"> <li>• Chapter 3: Forms of Ownership of Small Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Videos: Types of Business Entities (U.S.); 7 Most Common Types</li> <li>• Read: “Starting a Part-Time vs. Full-Time Business”</li> <li>• Entrepreneurship Case Study Exploration</li> <li>• Team Ownership Debate Activity</li> <li>• Quiz Chapter 3</li> </ul>
4 (Feb 9)	Module 4	<b>Pathways to Entrepreneurship &amp; Small Business Ownership</b> <ul style="list-style-type: none"> <li>• Chapter 5: Create, Buy, or Franchise a Small Business</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Videos: How Franchising Works; Advantages/Disadvantages of a Franchise; Best Franchises 2024</li> <li>• Readings: 10 Trends That Are Perfect Business Opportunities 2025; 26 Gig Economy Jobs to Pursue; 25 Latest Gig Economy Statistics for 2024</li> <li>• Franchise Evaluation Activity</li> <li>• Interview an Entrepreneur Activity</li> <li>• Quiz Chapter 5</li> </ul>
5 (Feb 16)	Module 5	<b>Planning, Organizing &amp; Managing a Small Business</b> <ul style="list-style-type: none"> <li>• Chapter 6: Planning, Organizing &amp; Managing a Small Business</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Videos: Best Advice to Small Business Owners; Feasibility Video; Business Model Canvas</li> <li>• Business Model Canvas Activity</li> <li>• Idea Feasibility Analysis</li> <li>• AI Assignment</li> </ul>

Week	Module	Chapter / Topic	Assignments / Activities
		<b>Managing a Small Business</b> <ul style="list-style-type: none"> <li>• Chapter 6: Planning, Organizing &amp; Managing a Small Business</li> </ul>	<ul style="list-style-type: none"> <li>• “What is Your Bright Idea” Simulation</li> <li>• Quiz Chapter 6</li> </ul>
6 (Feb 23)	Module 6	<b>Financing Options for the Small Business</b> <ul style="list-style-type: none"> <li>• Chapter 7: How to Obtain the Right Financing</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Videos: 8 Business Loan Options; Understanding Your Business Funding Options</li> <li>• Financing Options Assignment</li> <li>• Quiz Chapter 7</li> </ul>
7 (Mar 2)	Module 7	<b>Marketing Strategies for Small Businesses</b> <ul style="list-style-type: none"> <li>• Chapters 8 &amp; 9: Developing Marketing Strategies &amp; Promoting / Distributing</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Videos: How to Create a Marketing Plan; Learn Brand Strategy; Full Social Media Marketing; Complete Social Media Strategy for 2025</li> <li>• Marketing Strategy Exercise</li> <li>• Feasibility &amp; Industry Analysis Activity</li> <li>• Product Pitch Idea Teams</li> <li>• Quiz Chapter 8</li> </ul>
8 (Mar 10)	—	Spring Break	Have fun and rest. No assignments due.
9 (Mar 17)	Module 8	<b>Human Resource Management</b> <ul style="list-style-type: none"> <li>• Chapter 10: Human Resources &amp; Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Videos: Who Do I Hire?; Human Resource Management</li> <li>• Human Resource Strategy for a Growing Startup Assignment</li> <li>• Case Analysis</li> <li>• Midway Course Evaluation</li> <li>• Personal SWOT Analysis</li> <li>• Quiz Chapter 10</li> </ul>
10 (Mar 23)	Module 9	<b>Organizational Structures &amp; Team Management</b> <ul style="list-style-type: none"> <li>• Chapter 11: Maintaining Relationships with Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Watch Video: Team Building</li> <li>• Team Building Challenge</li> <li>• High-Performing Teams Worksheet</li> <li>• Growth Strategy Exercise</li> <li>• Organizational Structure Simulation: Authentic Brew</li> <li>• Quiz Chapter 11</li> </ul>
11 (Mar 30)	Module 10	<b>Managing Operations</b> <ul style="list-style-type: none"> <li>• Chapters 12 &amp; 13: Operating Facilities, Inventory, Purchasing, and Quality Control</li> </ul>	<ul style="list-style-type: none"> <li>• Financing Assignment</li> <li>• Finance Problem-Solving Assignment</li> <li>• Operations Simulation</li> <li>• Quiz Chapter 12</li> </ul>

Week	Module	Chapter / Topic	Assignments / Activities
12 (Apr 6)	Module 11	<b>Financial Planning &amp; Succession Management</b> • Chapter 14: Basic Financial Planning	• Read Succession Planning Articles • Financing Plan Development • Succession Planning Case Study • Financial Planning Activity • Quiz Chapter 14
13 (Apr 13)	Module 12	<b>Budgeting &amp; Taxation</b> • Chapter 15: Budgeting & Controlling Operations & Taxes	• Budgeting Activity • Draft Business Plan Outline • Tax Strategy Worksheet • Budget Creation Activity • Quiz Chapter 15
14 (Apr 20)	Module 13	<b>Managing Risk &amp; Conflict Resolution</b> • Chapter 16: Risk Management, Insurance, Crime Prevention	• Case Study: Family Business Management Challenges • Watch Videos: Family Businesses Are Here to Stay & Thrive; Protecting Your Product/Idea • Crisis Management Plan Exercise • Conflict Resolution Roleplay • Quiz Chapter 16
15 (Apr 27)	Module 14	Integration & Reflection	• Reflection Paper • Final Business Plan Submission
16 (May 4–12)	Module 15	Study Day & Final Exam Period	• Study Day: May 5 • Final Exams: May 6–12 (No Final Exam Scheduled)