Management 358: Human Resource Management  
Spring 2014 Syllabus

Instructor: Professor Tanya Hertz, Department of Management  
E-mail: THertz@mail.sdsu.edu (Subject line should read MGT 358)  
Office/Hours: SSE 3409 Tuesdays and Thursdays 3-3:45pm, or by appointment  
Class Time and Room: Tuesdays 7-9:40pm in GMCS 324

Course Information:

Text: Entrepreneurship: A Process Perspective. 2nd Edition (2008) by Robert A. Baron and Scott A. Shane. Publisher: Thomson: South-Western (Note: There is significant difference between the 1st and 2nd edition of the book. We use the 2nd edition in class.) Amazon.com offers a kindle edition for $36  
Several copies of the book are on course reserve at the SDSU Library.

Prerequisite: Management 350. A solid knowledge of all explicit and implicit prerequisites is assumed and required.

BSBA Program Goals:

BSBA students will graduate being:  
- Effective communicators  
- Critical thinkers  
- Able to analyze ethical problems  
- Global in their perspective  
- Knowledgeable about the essentials of business

MGT 358 provides an overview of the entrepreneurial process and prepares students for an entrepreneurial mindset. Content-wise, we will begin the class with discussions of the entrepreneurial process. Then we systematically walk through the entrepreneurial process of searching opportunities, assembling resources, launching new venture, running the business and harvesting the rewards. This course engages students through a variety of learning activities. Through a combination of lectures, case analyses, video and live presentations, discussion and exercises, we will learn about the challenges and issues confronting people who are considering, are in the process of, and/or have already started up their own businesses. After taking this class, you should be able to:

1. Explain why entrepreneurship can be viewed as arising out of the intersection of enterprising people and opportunities  
2. Define entrepreneurial opportunities and explain why such opportunities exist  
3. Explain why cognitive processes provide an important foundation for understanding creativity and opportunity recognition  
4. Explain why entrepreneurs need to gather several kinds of information before launching their new ventures and describe the nature of that information
5. Explain the difference between human capital and social capital and indicate why the founding team of new ventures should be high in both.

6. Explain the basic principles of financial management, including balance sheets, income statements, and cash flow statements.

7. Define real customer need and explain why an entrepreneur should seek to develop a product or service that meets a real need.

8. Describe how entrepreneurs can prevent others from learning about their business ideas, and list the barriers entrepreneurs can use to prevent competitors from imitating these ideas.

Academic Honesty Policy:

- Students committing any form of academic dishonesty (including but not limited to cheating on exams or quizzes, plagiarism, falsifying participation records, and copying the work of others) will receive a grade of zero on the activity at issue and be subject to additional penalties which may include the issuance of an F for the course.
- Students that engage in academic dishonesty in any form will be reported immediately to the Student Rights & Responsibilities office of the university.

Course Design:

- I incorporate a variety of teaching approaches and methods in this class. These include lecture, class discussion, reading assignments, a written and oral group project, guest speakers, experiential exercises, and videos.
- Your questions and participation in class will enhance your learning experience.
- Please keep up with the readings and contribute during discussions and activities.
- Every student is expected to bring a name card with him/her to every class.
- Lecture notes (posted on Blackboard) have blank spaces for terms, definitions, and concepts. It is your responsibility to obtain the “missing” information from the text or your peers if you miss a class.
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- All student disabilities and religious holidays will be accommodated. If you have a condition (e.g., pregnancy, learning disability, etc.) or holiday that needs accommodation, please see me early in the semester so that we can take the appropriate steps.
- Please inform me if any special circumstances arise for you during the semester. That is, if you are having difficulty in class due to extenuating outside circumstances, please talk to me as soon as possible so we can minimize the effects of these circumstances.

Course Conduct:

- Disruptive behavior will not be tolerated. If you repeatedly speak to your neighbor during lecture, you may be asked to leave the class and receive an F for that day’s participation.
- Please bring your textbook to each class. You should complete all reading assignments prior to the class meeting.
- Punctuality is as important in the classroom as in business. You are expected to be on time and stay in class the whole period. Arriving late or leaving early will impact the attendance portion of your grade.
- Cell phones should be turned off completely or in vibration mode. I understand there could be a work or home emergency. If such an emergency arises, please quietly leave the classroom and quickly take the call.
Laptops are permitted in class only for the purpose of note taking during the lectures. Use for other purposes during lecture is distracting to students as well as the instructor and will result in a deduction of participation points. We also use laptops to turn in group work on several days (see class schedule). It is helpful if at least one member of each team brings a laptop to class for this purpose.

Class Participation:

- Class participation is a key to learning. Students are expected to attend and contribute to the class discussions. Please note that the quality of what you contribute (it can be a thoughtful question, some astute analysis, and/or some other meaningful contribution) will count far more than the quantity of your remarks. More “noise” does not equal higher score.

- Please note that if you are in class but are not actively engaged nor share your ideas, your participation for that class is C. Everyone in the course starts with a C. You receive marks up or down for each class based on the following criteria:

  - You will be marked up a half a letter grade each time you are: present, asking/answering questions, adding quality to the discussion, contributing to the direction of the discussion. You do not disrupt class or talk to neighbors.

  - You will be marked down a half a letter grade each time you display: minimal engagement (not paying attention to the class, reading, sleeping or talking in class). You display disruptive behavior such as talking to neighbor or talking while lecturer or another classmate or guest lecturer is speaking.

Other Information:

Information on Blackboard:

- We will be using Blackboard (http://blackboard.sdsu.edu) – a web-based service, in this course. You will need to access Blackboard to get class announcements, obtain copies of the overheads used in class, etc. You were automatically enrolled on the Blackboard site for this class when you registered for the course. Please read the following details carefully. They explain how to access the Blackboard system.

  - All Blackboard accounts are now the same as official SDSU ID and pin numbers. For account information go to the SDSU E-Services Website: Http://www.sdsu.edu/e-services

Logging into Blackboard:

- Go to: http://blackboard.sdsu.edu
- Enter your user name and password (this is your university ID and PIN number), and click the login button
- If you do not know your PIN number, go to the SDSU e-Services website http://www.sdsu.edu/e-Services.
- You will be taken to the My SDSU page. If you do not see any courses listed on the page, click the Reload or Refresh button.
- The My Courses module will appear
- Only courses where the instructor has chosen to use BB will be visible
- BB and MH Connect. McGraw Hill Connect and Blackboard are integrated, and you may access all of the Connect materials from the BB site.
Disability Services:
If you are a student with a disability and believe you will need accommodations for this class, it is your responsibility to contact Student Disability Services at (619) 594-6473. To avoid any delay in the receipt of your accommodations, you should contact Student Disability Services as soon as possible. Please note that accommodations are not retroactive, and that I cannot provide accommodations based upon disability until I have received an accommodation letter from Student Disability Services.

Grading Policy:
There are many elements that contribute to the course grade to allow an opportunity for students to fully demonstrate their mastery of course materials.

- **Attendance and Participation** are a large component of your grade. You are allowed one unexcused absence. All subsequent absences will result in a lower grade.
- **Lab Report** is done in groups and is a 3-4 pages, double-spaced report on a particular issue in entrepreneurship, such as idea identification, and rules and regulations related to your opportunity.
- **New Venture Project:** Teams will decide upon a new venture idea to research and pursue for the duration of the semester, which they will present on late in the semester. In addition to the presentation, all teams must submit a 4-6 page paper. The deliverable should be double-spaced, Times New Roman 12pt font. We will be able to work on some of the components for your team’s new ventures during class, but you may need to meet with your group periodically outside of class.
- **Peer Evaluation:** Each individual is expected to pull his/her weight and carry the appropriate share of responsibility. At the term end, you will be asked to submit a confidential peer evaluation of group members. Honesty and objectivity in the assessment is expected. Based upon the group’s perceived level of the individual’s contribution to the overall effort, his/her grade on the group reports may be adjusted upwards or downwards.
- **Exams:** There will be one midterm exams and one final exam. There are no make-up exams except in emergency situations.
  - Students are required to bring a Scantron Form 882-E for each exam.
  - Exams consist of 15 T/F, 30 MC, and 5 out of 6 short answers (lowest scoring short answer is dropped)
  - If a student needs a dictionary or translator, please show it to me prior to the beginning of the exam. **You may not share dictionaries, or calculators.**
  - Exams will not be returned to students. If a student wishes to review his or her individual exam, they must do so by attending office hours within two weeks.
  - Exam grades are available the week following the exam in Blackboard.

GRADE DISTRIBUTION:
Class Participation 10%
Labs Report 05%
In-Class Work/Assignments 10%
New Venture Project 15% (Paper and presentation based on new venture project)
Mid-term Exam 30%
Final Exam 30%
Total 100%

Grades Conversion (Percentiles vs. Letter Grade vs. Grade Point)

<table>
<thead>
<tr>
<th>Score</th>
<th>Grade</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>93-100%</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>90-92%</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>88-89%</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>83-87%</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>80-82%</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>78-79%</td>
<td>C+</td>
<td>2.3</td>
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<table>
<thead>
<tr>
<th>Score</th>
<th>Grade</th>
<th>Grade Points</th>
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</thead>
<tbody>
<tr>
<td>73-77%</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>70-72%</td>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>68-69%</td>
<td>D+</td>
<td>1.3</td>
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<tr>
<td>63-67%</td>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>60-62%</td>
<td>D-</td>
<td>0.7</td>
</tr>
<tr>
<td>Below 60%</td>
<td>F</td>
<td>0.0</td>
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I do not “round” numbers up. For example, to earn an A-, your overall grade must be between 90% and 92.99%. 89.99% earns a B+. The historical average grade in this course tends to be between a C+ and a B-.
## CLASS SCHEDULE

A detailed class outline is showed here, indicating the topic, assignment and key activities for each class date. **Please refer to this schedule often, as I will not always remind you of upcoming assignments.**

<table>
<thead>
<tr>
<th>Wk</th>
<th>Dates</th>
<th>Topic</th>
<th>Assignment</th>
<th>Key Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan 28</td>
<td>Course overview and introducing yourself</td>
<td></td>
<td>Get to know your class, classmates and the teacher Group Formation</td>
</tr>
<tr>
<td>2</td>
<td>Feb 4</td>
<td>Chapter 1: Entrepreneurship: A field, an activity, a way of life</td>
<td>“About Me” cards due (Instructions in Blackboard)</td>
<td>Finalize Group Formation</td>
</tr>
<tr>
<td>3</td>
<td>Feb 11</td>
<td>Chapter 2: Entrepreneurial Opportunities How to give an Elevator Pitch</td>
<td></td>
<td>Work on Elevator Pitch Guest Speaker</td>
</tr>
<tr>
<td>4</td>
<td>Feb 18</td>
<td>Lab Day: Hunt for Opportunities</td>
<td></td>
<td>Present Elevator Pitch to Class Lab Day: In-class group work</td>
</tr>
<tr>
<td>5</td>
<td>Feb 25</td>
<td>Chapter 3; Cognitive Foundations of Entrepreneurship</td>
<td>Lab Day: Deliverable due by 7:00pm</td>
<td>Group Work: Opportunity Recognition Questions; upload to BB</td>
</tr>
<tr>
<td>6</td>
<td>Mar 4</td>
<td>Chapter 4; What Entrepreneurs Need to Know Before They Start</td>
<td></td>
<td>Group Work: Feasibility Analysis; upload to BB</td>
</tr>
<tr>
<td>7</td>
<td>Mar 11</td>
<td>Chapter 5; Assembling the Team</td>
<td></td>
<td>Group work: Human and Social Capital; upload to BB Midterm Review</td>
</tr>
<tr>
<td>8</td>
<td>Mar 18</td>
<td>Midterm</td>
<td></td>
<td>Midterm (Ch1-5)</td>
</tr>
<tr>
<td>9</td>
<td>Mar 25</td>
<td>Chapter 6; Financial Resources</td>
<td></td>
<td>Group work: Financials; upload to BB</td>
</tr>
<tr>
<td>10</td>
<td>Apr 1</td>
<td><strong>SPRING BREAK</strong></td>
<td></td>
<td><strong>No class!</strong></td>
</tr>
<tr>
<td>11</td>
<td>Apr 8</td>
<td>Chapter 9; Marketing in New Ventures</td>
<td></td>
<td>Group work: Marketing; upload to BB</td>
</tr>
<tr>
<td>12</td>
<td>Apr 15</td>
<td>Chapter 10; Strategy: Planning for Competitive Advantage</td>
<td></td>
<td>Group work: Competitive Advantage; upload to BB</td>
</tr>
<tr>
<td>13</td>
<td>Apr 22</td>
<td>Presentation Pointers Chapter 11; Preparing for and Attaining Growth</td>
<td></td>
<td>Presentation Pointers Guest Speaker</td>
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<tr>
<td>14</td>
<td>Apr 29</td>
<td>Presentations</td>
<td>Presentation Deliverable &amp; PPT Slides Due</td>
<td>Presentations</td>
</tr>
<tr>
<td>15</td>
<td>May 6</td>
<td>Presentations Final Review</td>
<td>Presentation Deliverable &amp; PPT Slides Due</td>
<td>Presentations Final Review</td>
</tr>
<tr>
<td>16</td>
<td>May 13</td>
<td>Final Time: 7:00-9:00pm</td>
<td></td>
<td>Final Exam (Ch 6,9,10,11):</td>
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