Spring 1-2003

MGMT 449.01: Business Plan Implementation

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COURSE OBJECTIVE:

To examine all the steps necessary to convert a Business Plan into an operating enterprise and to highlight its possible future directions. Participation in the planning and execution of the annual Business Plan Competition will be involved.

SCHEDULE:

The attached Schedule lists the elements of the course and general sequence in which they will be covered. Actual sequence will be determined and assigned weekly, depending on class interest, individuals needs for startup businesses or preparation for the Business Plan Competition (BPC), and availability of outside speakers.

EXPECTATIONS:

Five expectations of the student exist for the course, a financial plan, an individual term project, class participation, a team study and support of the BPC.

? The start-up financial plan may be prepared for a real or fictitious company and complete in all respects. The objective shall be to determine the most feasible and economic financing of the venture.

? The term project is to prepare a loose-leaf notebook, organized and indexed, incorporating class notes, text references, and handouts. The test of success is if someone accessed this book, it would be a guide to convert their business plan into a real business.

? The class is expected to be rather small and of a seminar nature and format. Class participation is therefore even more important than normal. Attendance is an important aspect of the course both for the student’s own benefit and to support other’s efforts.

? Selected assignments will be made to support the planning and execution of the BPC. This constitutes a small but important part of those proceedings. Prompt attention to assignments or promises are vital. Overall this is a small time requirement part of the class effort, but important to the SOBA and University.
The team paper will be a Research and Analysis Project presented to the class and covering an assigned aspect of Implementation.

Readings assigned in the Schedule are expected to be complete before coming to class. At times individuals will be expected to either discuss or present the assigned material to the rest of the class.

Students who are entering the BPC and graduate students will essentially be following the above but with modifications peculiar to their status, e.g., class critiqued presentations preparing for the BPC and higher level of effort for the Business Plan preparation, respectively.

**TEXTS:**


Merrill Lynch, “How to Read A Financial Report” Code 205182PM-0800 (Class Handout)

JWR, January 2003

Other Contacts:
Larae Hackney __________________________
Rachael Barnes _________________________
## SCHEDULE

<table>
<thead>
<tr>
<th>Topics</th>
<th>Description</th>
<th>Text*</th>
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| 1      | Course Objectives  
Elements and Purpose of the Business Plan  
The Entrepreneur | A p. 48-60 |
| 2      | The Business Plan Competition | A Ch. 1&2 |
SWOT Analyses. Five Factor Analyses. | A Ch. 3&5 |
| 4      | Cash Flow  
The Detailed Schedule (Project)  
Debt/Equity  
Control of Cash | A Ch.16 |
| 5      | Business Plan Pro Formas  
Analyzing Financial Statements  
Capital Needs  
Types of Capital | ML  
A Ch. 6 |
| 6      | Financing the Venture – Overview | A Ch. 15 |
| 6A     | The Bootstrap & Internal Sources |  
Venture Capital  
Angel Investors  
Commercial Banks  
Grants & Government Programs  
Valuation  
Other Financing |  
A Ch. 15 |
| 7      | Laws, Taxes, Regulations and Reporting | A Ch. 9&18 |
| 8      | From Plan to Operation |  |
| 8A     | The Board & Other Professionals  
Negotiations & Due Diligence  
Restrictions and Covenants in Borrowing  
Time as a Resource |  
A Ch. 15 |
8D  The Management Team

9  The Future & Financing Growth  A Ch 17

9A  What Can Go Wrong (or Too Right) and How to Cope  A Ch 19

9B  Alliances, Mergers & Divestiture

9C  The International Scene

9D  Ethics and Social Responsibility  A Ch 20

10  Project Presentations

11  Guest Lecturers (Tentative) - Commercial Bankers, Private Investor and Venture Capitalist, Attorney, Audit Firm Partner and Government Program Specialist

* Text Key

ML  Merrill Lynch Booklet
A  Allen