

**London South Bank**  
University

## **Module Guide**

### **Small Business Planning and Strategy**

BBM-6-SBP

School of Business

2015/2016

Level 6

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# 1. MODULE DETAILS

<b>Module Title:</b>	Small Business Planning and Strategy
<b>Module Level:</b>	Level 6
<b>Module Reference Number:</b>	BBM-6-SBP
<b>Credit Value:</b>	20 Credits
<b>Student Study Hours:</b>	200
<b>Contact Hours:</b>	60
<b>Private Study Hours:</b>	140
<b>Pre-requisite Learning (If applicable):</b>	N/A
<b>Co-requisite Modules (If applicable):</b>	N/A
<b>Course(s):</b>	BA Business Studies/Administration/ Management
<b>Year and Semester</b>	2015/2016 Semester 2
<b>Module Coordinator:</b>	Joseph DeJonge
<b>MC Contact Details (Email)</b>	<a href="mailto:dejongj2@lsbu.ac.uk">dejongj2@lsbu.ac.uk</a>
<b>Subject Area:</b>	Management
<b>Summary of Assessment Method:</b>	100% Coursework
<b>External Examiner appointed for module:</b>	John Toth Principal Lecturer Leeds Metropolitan University

## 2. SHORT DESCRIPTION

The purpose of the module is to introduce students to the concept of small business planning, management and strategy. Highlighted are the differences in the planning and decision making processes between small and large enterprises. The module stresses the fact that similar processes are involved in both small and large firms, but also shows that the greater degree of control involved in a small firm can bring greater rewards in terms of personal development.

## 3. AIMS OF THE MODULE

The aim of the module is to provide a final year course that will integrate and apply most of the functional management subjects covered by the degree course as a whole; areas of particular importance will be accounting and finance, strategy and management, Human Resource Management and Marketing. It is designed to apply the practical aspects of the previous years' work.

## 4. LEARNING OUTCOMES

### 4.1 Knowledge and Understanding

- Upon completion of this module of study, participants should:
- Have a clear understanding of the business environment in which the small business operates, and how this environment will impact on the business.
- Have a sound knowledge of relevant information sources that may be required for the setting up and operating of a small business.
- Have a sound knowledge of relevant information sources that may be required for the setting up and operating of a small business.
- Have the ability to set up a relevant information system
- Have the ability to carry out the preparatory work necessary for the drawing up of a business plan to present to a bank or other provider of finance or services.
- Have the ability to implement, operate and monitor the execution of a business plan.
- Have developed a range of applied management skills including:
  - Quantitative data analysis
  - Budgeting and forecasting
  - Practical business research
  - Drawing up business plans
  - Report Writing
  - Oral Presentation

### 4.2 Intellectual Skills

Through lectures and seminar / planning and workshops the module seeks to develop information interpretation, critical path analysis and evaluation skills. In addition to these problems identification and solving skills will be addressed. The analysis of financial, organisational and environmental information will help further in developing numeracy and data analysis skills. The workshops / seminars involve important elements of team working, in addition the business plan presentations and written reports help to develop presentation and writing skills. The group working methodological approach used on the course helps to underpin the inter-personal skills required in the development of small and medium sized enterprises.

IT skills are developed via the use of presentation software, the analysis of financial information via spreadsheets and the use of the internet for the sourcing of small business and entrepreneurial information.

### **4.3 Practical Skills**

The course encourages the students to draw upon the skill set developed throughout the entirety of their degree. They are there encouraged to participate in the development of all areas of the business plan, from the marketing strategy to the financial forecasting. The presentation of the business plan aid in their presentation skills and the ability to convey their ideas clearly and concisely. The module will give students practical skills in small business planning and strategy and enable the possibility of small business management as a possible vocational path.

### **4.4 Transferable Skills**

The ability to plan and design a business project including launch, marketing strategy and managing a budget. The course develops a wide range of business skills transferable to the workplace or starting your own business.

## 5. ASSESSMENT OF THE MODULE

### 5.1 Module Assignments

The module is assessed via two elements:

1. An individual coursework component consisting of two elements, a written business plan and a presentation of the business plan for backing (Total weighting 70%) and;
2. A group coursework assessment (Total weighting 30%).

The pass mark for each element is 30% but the aggregate mark for the module must be a minimum of 40% to pass.

Module assessment is made up of 3 main pieces, which are:

#### **Coursework 1: Business Plan (Individual Assignment)**

<b>Written Business Plan</b>	40% - Submitted in week 6
<b>Business Plan Presentation</b>	30% - Presented in week 8

The individual assignment involves researching and developing a business plan suitable for presentation to the external financiers. A written report will be submitted to the tutor. The business plan assignment comprises 70% of the module assessment. The aim of the plan is to set out a case to raise funds from a financial institution to **start up the new business**. The plan should detail the case for receipt of the loan or funding by considering how much you are willing to give for potential “angel investors”, also explaining how the money will be spent and how it will improve the business and its prospects. All disciplines such as planning, marketing, finance and HRM should be covered.

The individual presentation will take the format of a [Dragon’s Den Business Presentation](#) – asking for investment by giving up a percentage of your equity. The business presenter will have 15 minutes in total to present and answer questions to and from the dragon’s in the den.

#### **Coursework 2: Small Business Management Case Study (Group Assignment)**

<b>Analyse Case Study</b>	30% - Submitted in week 13
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The group assignment will be problem based focusing on providing a solution to a small business case study. As a group, students will select their own groups of approximately 5 people ensuring sufficient skills are available to produce a balanced understanding of the full case study elements. Some seminar time will be allocated to student syndicate group meetings and lecturers will be available to answer student queries regarding coursework at any time during lectures and seminars. Students will draw on the skills developed throughout the module and from the many small businesses who have

presented their journey during the lectures and seminars. Please refer to the case study for more detail.

## 5.2 Assignment Submission

All coursework must be submitted via **VLE**: <https://vle.lsbu.ac.uk>, on the deadlines stated. Students are also recommended to keep a separate copy for themselves.

The University has a policy with regard to late or non-submission of work but if there are mitigating circumstances, the appropriate form should be completed and submitted.

### KEY DATES:

<b>CW1 – Business Plan</b>	In week/session 6:	<b>8 March 2016</b>
<b>CW1 – Presentation</b>	In week/session 8:	<b>12 April 2016</b>
<b>CW2 – Case Study Analysis</b>	In week/session 13:	<b>17 May 2016</b>

## 6. FEEDBACK

Students will receive written feedback on their coursework and presentations to inform for further work. Students will also receive written feedback on all written reports indicating how their mark was constructed.

## **7. INTRODUCTION TO STUDYING THE MODULE**

### **7.1 Overview of the Main Content**

The module will integrate and apply many of the functional management subjects covered by the degree course as a whole. Students will explore opportunities for business start up upon graduation

### **7.2 Overview of Types of Classes**

Teaching will be carried out over the course of one semester. The sessions will consist of formal lectures designed to develop a number of theoretical/ analytical perspectives on small business

### **7.3 Importance of Student Self-Managed Learning Time**

Students are expected to manage their learning and study for an additional 140 hours outside of the stated contact hours. Students are required to study independently and research the topics taught on the course. Students should seek to extend their knowledge, by reading a wide selection of literature.

### **7.4 Employability**

The module is well suited to the development of employability skills in final year students as it allows them to explore possible business ideas, which they can explore upon graduation. The module also provides many transferable skills, which are sought after by employers: communication skills, project planning, team working, numeracy and problem solving skills.

## 8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

Teaching will be carried out over the course of one semester. The weekly sessions will consist of a formal two-hour lecture designed to develop a number of theoretical/analytical perspectives on small business. Followed by a two-hour discussion and seminar session.

### 8.1 Weekly Teaching Programme

#### **Week/Session 1:** Small Business Environment and Structure

Introduction to the module and an outline of the assessment criteria. Defining the small business. Identifying the character traits of the entrepreneur versus the owner manager. Review of small business in the UK. The legal forms of a small business. The macro and micro environment and how it affects the small business.

**Seminar Session:** Discussion of assessment criteria and brainstorming start-up ideas

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Section A Unit 1,2,3.

Burns, P. (2010). Entrepreneurship and Small Business. Ch. 1,2,3.

#### **Week/Session 2:** The Small Business Plan

Developing your business idea and understanding the importance of the business plan. How to create an effective business plan? Outlining the essential elements of the business plan.

**Seminar Session:** Evaluation of business ideas.

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Ch. 6

Burns, P. (2010). Entrepreneurship and Small Business. Ch. 14, 5, 6

#### **Week/Session 3:** Marketing for Small Businesses

Marketing on a shoestring budget. Understanding the importance of marketing and how to best use the limited budget available to the small business. The role of market research in fine-tuning the product offering and defining the target market.

**Seminar Session:** Evaluate the market for the business ideas.

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Ch. 12

Burns, P. (2010). Entrepreneurship and Small Business. Ch. 7

#### **Week/Session 4: Small Business Strategy Part 1**

Defining small business strategies. A review of growth strategies adopted by small businesses. Understanding the key elements of strategy within the context of the small business.

**Seminar Session:** Evaluate the USP of the business ideas.

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Ch. 7, 8

Burns, P. (2010). Entrepreneurship and Small Business. Ch. 11,12,13

#### **Week/Session 5: NO LECTURE**

Work on your business plan for submission in week 6.

**Seminar Session:** Being to finalise Small Business Ideas. Start *the pitching* rehearsals.

**The Pitch:** Each individual with their business plan will get 15 minutes to pitch and answer questions by the dragon's about their small business idea in week 8.

#### **Week/Session 6: Small Business Strategy Part 2**

Exploring various opportunities of starting a small business: Investigating the possibilities of buying an existing business and starting a Social Enterprise. Also exploring the opportunities of selling/purchasing a business and the problems that can be encountered. Delving into how to start a social enterprise.

**Seminar Session:** Consider pitching the business plan, pointers

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Ch. 9

**Tasks:** **Submit finalised Small Business Plans**

#### **Week/Session 7: Sources of Finance & Financial Ratios & Control**

Understand the range of finance available to small businesses. Appreciate the importance of venture capital funds and the uses to which they are put.

Analysis of a company's financial position. What the ratios mean?

Understanding the control mechanisms needed to review a company's performance. How to forecast sales and plan for future growth?

**Seminar Session:** Consider pitching the business plan, pointers

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Ch. 13, 11

Burns, P. (2010). Entrepreneurship and Small Business. Ch. 10, 9

### **Week/Session 8: Dragon's Den Pitching Presentations**

Pitch your business plan and idea as you ask for investment by giving up a percentage your equity.

### **Week/Session 9: Small Business & E-Commerce**

Understanding the importance of the Internet as a business tool. Reviewing the elements of a successful website and the need for security. The development of Web 2.0 and cloud computing and the impact on the small business.

**Seminar Session:** Forming Groups, Introduction to Case Study's

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Ch. 12

Burns, P. (2010). Entrepreneurship and Small Business. Ch. 11, 13

### **Week/Session 10: International Entrepreneurship**

Factors, which should be considered prior to exploring opportunities overseas. Useful agencies and organisations are also identified.

**Seminar Session:** Case Study analysis and discussions

#### **Self-Study Reading:**

### **Week/Session 11: The Key to Survival; Success and Failure Factors**

The key to surviving as a small business. Defining small business failure and the elements that contribute to a company's failure. With the use of examples from the small business sector.

**Seminar Session:** Case Study analysis and discussions

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Ch. 7,10

Burns, P. (2010). Entrepreneurship and Small Business. Ch. 15

### **Week/Session 12: Business Formation and Exits**

A look at the barriers to entry and exits, which are and can be influenced by a wide range of factors, as well as the relationships between entry and exits and how that changes a business strategy and structure.

**Seminar Session:** Case Study analysis and discussions

#### **Self-Study Reading:**

Stokes, D. (2010). Small Business Management. Ch. 10,14

Burns, P. (2010). Entrepreneurship and Small Business. Ch. 15

**Week/Session 13:** Submit Group Work

**Tasks:** Submit finalised Group Analysis and Recommendations of Case Study

## 9. STUDENT EVALUATION

The students have always enjoyed the small business presentation and find it really engaging to hear the journey of other business owners. As a result with the move to a 20 credit module I have tried to incorporate more speakers.

## 10. LEARNING RESOURCES

### 10.1 Core Materials

Burns, P. (2010). **Entrepreneurship and Small Business**, (3/ed) Palgrave.  
Stokes, D. & Wilson, N. (2010). **Small Business Management and Entrepreneurship**, (6/ed). Cengage.

### 10.2 Optional Materials

Southon, M & West, C. (2002). **The Beermat Entrepreneur**. Prentice Hall.  
Southon, M & West, C. (2010). **This is How Yoodoo It**. Prentice Hall.  
Bridge, S, Cromie, S and O' Neil, K. (2010). **Understanding Enterprise, Entrepreneurship and Small Business**. Palgrave.  
Storey, D & Greene F. (2010). **Small Business and Entrepreneurship**. Financial Times Press.  
Chaston & Mangles (2003). **Small Business Ecommerce Management**. Palgrave.  
Carter, S. (2000). **Enterprise and Small Business**. FT Prentice.  
Crimp, M. (1990). **The Marketing Research Process**. Prentice Hall.  
Rae, D. (2007). **Entrepreneurship From Opportunity To Action** Palgrave.

### 10.3 Journals & Periodicals

The Financial Times  
The Sunday Times Small Business Section  
The Guardian Business Section  
The Economist  
Marketing Weekly

### 10.4 Electronic Information Sources

LISA home page	<a href="http://www.lisa.lsbu.ac.uk">http://www.lisa.lsbu.ac.uk</a>
Beermat Ecademy	<a href="http://beyondbricks.ecademy.com">http://beyondbricks.ecademy.com</a>
Small Business Service	<a href="http://www.sbs.gov.uk">http://www.sbs.gov.uk</a>
Business Link	<a href="http://www.businesslink.org.uk">http://www.businesslink.org.uk</a>
Companies House:	<a href="http://www.companieshouse.gov.uk">http://www.companieshouse.gov.uk</a>
Department of Trade & Industry:	<a href="http://www.dti.gov.uk">www.dti.gov.uk</a>
Business Angels:	<a href="http://www.nationalbusangels.co.uk">www.nationalbusangels.co.uk</a>
Business Innovation Center:	<a href="http://www.londonbic.com">www.londonbic.com</a>
The Prince's Trust:	<a href="http://www.princes-trust.org.uk">www.princes-trust.org.uk</a>