Course Syllabus

**BUS 2112G**
Management of Small and Medium-Sized Enterprises

**Number of ECTS credits:** 6

**Time and Place:** Mondays, 08:30 h – 11:30 h

Classroom: Please check at Reception

**Contact Details for Professor**

Name of Professor: Ulrich Penzkofer

E-mail: ulipenzkofer@hotmail.com

Office hours: Mondays 11:30 h – 12:30 h

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Course Prerequisites
BUS 101 G.

Course Description
This course provides students with insight on key aspects and challenges of small and medium sized enterprises (SMEs). Students will gain knowledge of systems and techniques to manage and strategically position SMEs in the national and international context. This course will emphasize the opportunities and challenges of internationalization strategies of SMEs. Students will learn about tools for assessing foreign markets and strategic evaluation models specific to SMEs. It will introduce the strategic evaluation tools for different entry-mode operations in domestic and foreign markets. It will assess the importance of competitive positioning of SMEs in an international context. Students will examine the key characteristics of SMEs and understand the challenges and the unique position of SMEs in contrast to larger organizations. A main part of this course is dedicated to strategic management models and theory specific to SMEs. Furthermore, this course will focus on the uniqueness of the managerial process, control and accountability issues of SMEs. This course has an inter-disciplinary approach. While mainly open to business students, input and expertise from international affairs and communication major will enrich the course.

Further Detail on Course Content (if needed)
Add here further detail about the content of your course, if needed, beyond the Catalogue Summary and Description

Course Learning Objectives (CLO)

At the end of this course, students should be able to:

In terms of knowledge:

➢ Understand the importance of defining the right strategy for the SME in a fast changing world and to apply specific tools, models and processes.
➢ Understand the Opportunities and Risks of Internationalisation and Strategic Options for accessing global markets.
➢ Identify and Analyse factors for successful strategies as well as reasons for failure based on specific case studies.
➢ Understand the importance of the three Pillars for Success: Strategy - Execution - HR and to assess their effectiveness at specific case studies.
➢ Understand the importance of leadership, governance and approaches to conflict resolutions and describe different models of governance at SMEs with their respective advantages and disadvantages.
➢ Understand key levers for managing an SME: External Networking - Management Dash Board and Key Performance Indicators – Innovation and Continuous Learning
➢ Understand the structure of financial statements relating to Profit and Loss statement, Cash Flow Statement and Balance Sheet. Students should identify positive as well as warning signs within financial statements as indicators of issues for management to address.
➢ Understand the importance of values at an SME for their sustainability and their innovation capacity.

**In terms of skills**
➢ Ability to do presentations on complex matters in a well structured and easy to understand way and with coherent and logic conclusions.
➢ Use appropriate referencing and bibliographic methods.
➢ Demonstrate effective and integrative team-work.

**In terms of attitudes, students should develop in this course:**
➢ The students will learn to discuss complex management situations based on knowledge and facts and respect for different opinions
➢ Critical attitudes, which are necessary for “life-long learning”
➢ An attitude of open-mindedness and self-critical reflection with a view to self-improvement
➢ Sensibility towards the ethical dimensions of different aspects of the content of this course
➢ An open attitude towards inter-cultural team-work

**LINK BETWEEN MAJOR OBJECTIVES, COURSE OBJECTIVES, TEACHING METHODS, ASSIGNMENTS AND FEEDBACK**

(BA in Business Studies)

Summary:
Number of assignments used in this course: 4
Number of Feedback occasions in this course (either written or oral):
Number and Types of Teaching Methods:

<table>
<thead>
<tr>
<th>Major Learning Objectives</th>
<th>Course objectives addressing the Major Objectives (testable learning objectives)</th>
<th>Methods used to Teach Course Objectives</th>
<th>Methods (and numbers/types of assignments) used to test these learning objectives</th>
<th>Type, Timing and Instances of Feedback given to Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>The bachelor has a broad knowledge of the different functional fields of business management. S/he is</td>
<td>Understand the importance of defining the right strategy for the SME in a fast changing world and to apply specific tools, models and</td>
<td>Ex-cathedra</td>
<td>Student Project on a specific business topic / case presented in Class</td>
<td>Oral and written Feed-back on Presentation</td>
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<td></td>
<td></td>
<td>Team work</td>
<td>Videos</td>
<td>Written Feed Back</td>
</tr>
<tr>
<td>Major Learning Objectives</td>
<td>Course Learning objectives addressing the Major Objectives (testable learning objectives)</td>
<td>Methods used to Teach Course Objectives</td>
<td>Methods (and numbers/types of assignments) used to test these learning objectives</td>
<td>Type, Timing and Instances of Feedback given to Student</td>
</tr>
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<tr>
<td>able to apply this knowledge in the analysis of business-oriented problems and is able to propose solution to specific business problems.</td>
<td>processes. Understand the importance of the three Pillars for Success: Strategy - Execution - HR and to assess their effectiveness at specific case studies.</td>
<td>Exam</td>
<td>on Exam</td>
<td></td>
</tr>
<tr>
<td>The bachelor has an understanding of the interrelatedness of the different functional fields of business and understands the impact of this on decision-making.</td>
<td>Understand the Opportunities and Risks of Internationalisation and Strategic Options for accessing global markets.</td>
<td>Case Studies to read, prepare and discuss</td>
<td>Student Project, presented in Class Exam</td>
<td></td>
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<tr>
<td>The bachelor has insight into the broad societal context of businesses and is able to take it into account in the analysis of business-oriented problems.</td>
<td>Understand the importance of values at an SME for their sustainability and their innovation capacity.</td>
<td>Ex-cathedra Case studies</td>
<td>Student Project, presented in Class Exam</td>
<td></td>
</tr>
<tr>
<td>The bachelor knows and is able to apply common qualitative and quantitative research methods and is able to apply these in the field of business studies</td>
<td>Understand the structure of financial statements relating to Profit and Loss statement, Cash Flow Statement and Balance Sheet. Students should identify positive as well as warning signs within financial statements as indicators of issues for management to address.</td>
<td>Case Studies Explanation of numerous Key Performance indicators</td>
<td>Student Project, presented in Class Exam</td>
<td></td>
</tr>
<tr>
<td>The bachelor has an open and academic attitude characterized by accuracy, critical reflection and academic curiosity.</td>
<td>The students will learn to discuss complex management situations based on knowledge and facts and respect for different opinions</td>
<td>Open discussions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The bachelor is able to identify the international dimension in business-related problems and knows how to handle these problems in an effective way.</td>
<td>The student will learn about the interdependency of domestic business and international dimensions, and specifically in the context of an internationalization strategy</td>
<td>Case studies Business News</td>
<td>Student Project, presented in Class Exam</td>
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<td>The bachelor is able to work in a multi-cultural</td>
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<tr>
<td>Major Learning Objectives</td>
<td>Course Learning objectives addressing the Major Objectives (testable learning objectives)</td>
<td>Methods used to Teach Course Objectives</td>
<td>Methods (and numbers/types of assignments) used to test these learning objectives</td>
<td>Type, Timing and Instances of Feedback given to Student</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>---------------------------------------</td>
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<td>------------------------------------------------------</td>
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<tr>
<td>The bachelor recognizes the importance of life-long learning.</td>
<td>The student should develop critical attitudes, which are necessary for “life-long learning” and an attitude of open-mindedness and self-critical reflection with a view to self-improvement</td>
<td>Case Studies</td>
<td>Case Studies Business News</td>
<td></td>
</tr>
<tr>
<td>The bachelor is able to communicate clearly, fluently and accurately; as well in a written report as in an oral presentation.</td>
<td>Ability to do presentations on complex matters in a well structured and easy to understand way and with coherent and logic conclusions.</td>
<td>Case Studies Videos</td>
<td>Student Presentations</td>
<td>Oral and Written Feed-Back on Presentations</td>
</tr>
<tr>
<td>The bachelor is able to combine ethical and business-oriented judgments in the analysis of business problems and takes these ethical considerations explicitly into account in the solutions proposed for business problems.</td>
<td>The student will learn about the importance of values and ethical decisions on company culture and business success.</td>
<td>Ex-Cathedra Case Studies</td>
<td>Student Project, presented in Class Exam</td>
<td>Oral and written Feed-back on Presentation Written Feed Back on Exam</td>
</tr>
</tbody>
</table>

**Main Course Materials (please note that you can find the readings for each week and session in the Course Schedule section below):**

The course material consists of powerpoint presentations, lecture notes and readings from the textbook. Powerpoint presentations will be made available after the respective classes have taken place. A week-by-week overview of the course readings can be found in the section below.

The syllabus, powerpoint presentations and important messages will be uploaded to the Vesalius portal ‘Canvas’. Students are expected to visit this site regularly to keep abreast of course evolutions. The professor is expected to upload relevant material in a timely manner.
Course material marked as ‘suggested readings’ and ‘additional sources’ is helpful for research and to gain an increased understanding, but is not mandatory. This material can be found online or will be made available upon individual request.

**Textbooks:**


**Recommended References books**


*Kate Raworth, (2017) Doughnut Economics, Seven ways to think like a 21st-Century Economist, UK, Random House*

*James A. Russel (2017) A brief guide to Business Classics, UK, Robinson*

*Bernard Marr, 25 Need to Know Key Performance Indicators (2014), UK, Pearson*

**Active Learning and Intensive ‘Reading around the Subject’: Additional Sources, Recommended Journals and Websites:**

Learning should be an active and self-motivated experience. Students who passively listen to lectures, copy someone else’s notes, and limit their readings to required chapters are unlikely to develop their critical thinking and expand their personal knowledge system. At the exam, these students often fail to demonstrate a critical approach. Students are strongly recommended to have an updated understanding of developments related to this course and related to their wider Major. Active and engaged learning will turn out to be enriching to the overall course and class discussions. Students are invited to deepen their understanding of both theoretical and current issues from a variety of sources. Please find a list of suggestions compassing the entire course below. You are encouraged to read and browse in the leading journals of your discipline.

**Leading Journals in Business Studies**

|-----------------------|------------------------------------------|-------------------------------|-------------------------------|-----------------------------|---------------------------------------------|-------------------|-----------------------------------------------|-------------------|-------------------------|---------------------------|----------------------|------------------------|------------------------|

**Further Journals Relevant for this Course:**
Harvard Business Review; Organizational Behavior and Human Decision Processes; Strategic Entrepreneurship Journal; Strategic Management Journal

Websites of Interest:

Harvard Business Review www.hbr.org
Business week www.resourcecenter.businessweek.com
Economist www.economistacademic.com

Work Load Calculation for this Course:

This course counts for 6 ECTS, which translates into 150 – 180 hours for the entire semester for this course. This means that you are expected to spend roughly 10 hours per week on this course. This includes 3 hours of lectures or seminars per week and 7 hours ‘out of class’ time spent on preparatory readings, studying time for exams as well as time spent on preparing your assignments. Please see below the estimated breakdown of your work-load for this course.

**Time spent in class:** 3 hours per week / 45 hours per semester
**Time allocated for course readings:** 50 hours per semester
**Time allocated for preparing Assignment 1:** 15 hours
**Time allocated for preparing Assignment 2:** 15 hours
**Time allocated for preparing/revising for written Mid-term Exam:** 20 hours
**Time allocated preparing/revising for written Final Exam:** 30 hours

**Total hours for this Course:** 175 hours

Course Assessment: Assignments Overview

The students will be evaluated on the basis of their performance in the following assignments:

1. Presentation on Business Case 20 %
2. Written Assignment and Discussion On Strategic/Operational Topic 20 %
3. Mid-term Exam 25 %
4. Final Examination 35 %

Grading Scale of Vesalius College
Vesalius College grading policy follows the American system of letter grades, which correspond to a point scale from 0 – 100. All assignments (including exams) must be graded on the scale of 0–100. To comply with the Flemish Educational norms, professors should on request also provide the conversion of the grade on the Flemish scale of 0-20. The conversion table below outlines the grade equivalents.

<table>
<thead>
<tr>
<th>Letter grade</th>
<th>Scale of 100 (VeCo Grading Scale)</th>
<th>Scale of 20 (Flemish System)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>85-100</td>
<td>17.0-20.0</td>
</tr>
<tr>
<td>A-</td>
<td>81-84</td>
<td>16.1-16.9</td>
</tr>
<tr>
<td>B+</td>
<td>77-80</td>
<td>15.3-16.0</td>
</tr>
<tr>
<td>B</td>
<td>73-76</td>
<td>14.5-15.2</td>
</tr>
<tr>
<td>B-</td>
<td>69-72</td>
<td>13.7-14.4</td>
</tr>
<tr>
<td>C+</td>
<td>66-68</td>
<td>13.1-13.6</td>
</tr>
<tr>
<td>C</td>
<td>62-65</td>
<td>12.3-13.0</td>
</tr>
<tr>
<td>C-</td>
<td>58-61</td>
<td>11.5-12.2</td>
</tr>
<tr>
<td>D+</td>
<td>54-57</td>
<td>10.7-11.4</td>
</tr>
<tr>
<td>D</td>
<td>50-53</td>
<td>10.0-10.6</td>
</tr>
<tr>
<td>F</td>
<td>0-49</td>
<td>0-9.9</td>
</tr>
</tbody>
</table>

Description of Activities, Grading Criteria and Deadlines:

Assignment 1: Presentation of Business Case

Analyse, summarize and present a business case, considering key success factors, strategic rationale, operational approach, financial aspects and risks.

There will be approx. 10 Presentations on business cases during the course, presented by a student individually or by a small team, subject to the number of students in the course. The presentation should be for about 20 minutes and additionally with 10 minutes discussions at the end.

Students should understand the interdependency and complexity of business decisions. They should be able to present the business case in a structured and comprehensive way, using approx. 10 slides and giving their own view on strengths and weaknesses of the case.

Assignment 2: Written work and Discussion on Strategic and Operational Topics

Strategic topics, including

Strategy Models “Porter, BCG Matrix, Blue Ocean”
Strategy Process at SME’s
Internationalisation at SME’s
Operational Topics, including:
  Innovation and Learning a SME’s
  HR Policies at SME’s
  Understanding of Financial Statements
  Key Performance Indicators

Either a student individually, or a small team, subject to the overall number of students in the class, will establish a paper of about 5 pages on a strategic or operational topic which will be distributed in class. The paper will include (i) key findings on the topic (ii) important questions (iii) opinions on the key questions. The paper will serve as the basis for a discussion in class on this topic for about 30 minutes. The students would demonstrate their understanding of the overall importance of the specific lever for success, the approach and methodology to define, implement and follow-up on strategic and operational decisions.

Mid-Term Exams

The mid-term will be an in-class exam. It will be held in the week 7. The content of the exam will cover all topics we addressed during the class. The exam will consist of open ended question and multiple choice questions. In addition, a short business case will be handed out in writing. Students will be asked to give comments on Strategic Rationale as well as operational topics in this business case.

Final Exams

The final exam will be held at the end of the course. It will address all topics we addressed during class. It will consist (i) of open ended questions. (ii) a business case and financial statements will be handed out. Students will be asked on their view of the strategic choices, financial success and potential issues as per the business case and the financial statements.

Rubrics: Transparent Grading Criteria For Assignments 1 and 2:

The Grading will be given for the Team’s performance

<table>
<thead>
<tr>
<th>Structure of the presentation and Discussion Paper communication</th>
<th>Excellent A (85%+)</th>
<th>Good B+ / C+ (84-65)</th>
<th>Pass C / D- (64-50)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Clear and Logic Structure of the text or slides.</td>
<td>Good structure of text /slides, however with some room for improvement</td>
<td>Sufficient structure of Text / Slides, however with significant room for improvement.</td>
<td></td>
</tr>
<tr>
<td>25 %</td>
<td>presentation and/or statements in the discussion</td>
<td>Presentation / Discussion more difficult to follow</td>
<td>Presentation / Discussion difficult to follow</td>
</tr>
<tr>
<td>------</td>
<td>-----------------------------------------------</td>
<td>-------------------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Content</td>
<td>Indepth research and accurate presentation of facts and business case</td>
<td>Adequate research and mostly accurate interpretation of facts and business case</td>
<td>Base summary of facts and business case, based on rudimentary research</td>
</tr>
<tr>
<td>35 %</td>
<td></td>
<td></td>
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<tr>
<td>Personal assessment</td>
<td>Demonstration that the complexity of the topic has been fully understood, elaborating on (i) potential alternatives, (ii) risk assessment</td>
<td>Demonstration that complexity of the topic has been largely understood and its importance for the business success</td>
<td>Demonstration that the topic has been generally understood</td>
</tr>
<tr>
<td>40 %</td>
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</tbody>
</table>

**Fail** will be given for a quality level below the description given for the Grade C / D-, as per the above matrix.

In case of Team Assignments the quality of the overall team will be graded. Should there be evidence that a team member had only little value-add to the team’s performance, his/her personal grading will be adjusted accordingly.

**Vesalius College Attendance Policy**
As the College is committed to providing students with high-quality classes and ample opportunity for teacher-student interaction, it is imperative that students regularly attend class. As such, Vesalius College has a strict attendance policy. Participation in class meetings is mandatory, except in case of a medical emergency (e.g. sickness). Students will need to provide evidence for missing class (doctor’s note). If evidence is provided, the missed class is considered as an excused class. If no evidence is provided immediately before or after the class, the missed class is counted as an absence.

Participation implies that students are on time: as a general rule, the College advises that students should be punctual in this regard, but it is up to the professor to decide whether to count late arrivals as absences, or not.

Attendance is needed for the learning process. After two sequential absences the advisor will be informed.

**Additional Course Policies**
Add policies on late papers, coming late to class, etc. (an example below)
Late papers will not be accepted unless there are serious legitimate reasons. Provision of a signed medical note is required, and notice must be given prior to the deadline.

**Academic Honesty Statement**

Academic dishonesty is NOT tolerated in this course.

Academic honesty is not only an ethical issue but also the foundation of scholarship. Cheating and plagiarism are therefore serious breaches of academic integrity.

Following the College policy, cheating and plagiarism cases will be communicated in writing to the Associate Dean and submitted to the Student Conduct Committee for disciplinary action.

If you refer to someone else’s work, appropriate references and citations must be provided. Grammar, spelling and punctuation count, so use the tools necessary to correct before handing in assignments.

Please consult the Section “Avoiding Plagiarism” in the College Catalogue for further guidance.

**Turnitin**

All written assignments that graded and count for more than 10% towards the final course grade need to be submitted via the anti-plagiarism software Turnitin. You will receive from your professor a unique password and access code for your Class.

**Course Schedule (Overview)**

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
</table>
| Week 1 | Sept. 3| Introduction to the Course and Overview of Course and Requirements and Assignments  
The economic context in the 21st Century and the importance of SME’s  |
| Week 2 | Sept. 10| Creating a new Business – Important Steps  
Strategy Models: Porter, BCG Matrix, Blue Ocean |
| Week 3 | Sept. 17| Focus Strategy: Defining a “Winning Strategy” in a changing World |
| Week 4 | Sept. 24| Internationalization of SMEs in the age of Globalisation  
Strategy, Options for Market Entry and Execution |
| Week 5 | Oct. 1 | How to Read Financial Statements and Key Performance Indicators (Part 1) |
| Week 6 Mid-term Week | Oct. 8 | Revision Session - Mid-Term Exams |
| Week 7 | Oct. 15| How to Read Financial Statements and Key Performance Indicators (Part 2) |
| Week 8 | Oct. 22| The Importance of Leadership, Team, Governance, Conflict Resolution and Company Culture |
Fall Recess – 30 October to 3rd November 2018 – NO CLASSES

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 9</td>
<td>Nov. 05</td>
<td>Experience, Learning and Innovation Management at SMEs</td>
</tr>
<tr>
<td>Week 10</td>
<td>Nov. 12</td>
<td>HR Policies in SME’s: Between effective Informality and Performance Control</td>
</tr>
<tr>
<td>Week 11</td>
<td>Nov. 19</td>
<td>High Growth Firms: A result of planning or fate? Guest Speaker</td>
</tr>
<tr>
<td>Week 12</td>
<td>Nov. 26</td>
<td>Revision</td>
</tr>
<tr>
<td>Week 13</td>
<td>Dec. 3</td>
<td>Revision</td>
</tr>
<tr>
<td>Week 14</td>
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<td>FINAL EXAMS</td>
</tr>
</tbody>
</table>

**Detailed Session-by-Session Course Outline**

**Week 1, Session 1 (Monday, September 3 2018)**

*Introduction to the Course and Overview of Core Requirements.*

*Allocation of Assignments*

*Overview to the Management of SME’s: The Economic Context, The Importance of SME’s, Aspects of specific Management challenges and opportunities at SME’s compared to large corporation*

*Reading:*

Compulsory: Entrepreneurship, Chapter 1
Recommended: Doughnut Economics, Chapter 1 and 2

**Week 2, Session 2 (Monday, September 10, 2018)**

Creating a new Business, the “entrepreneurial process”, important success factors and milestones, including:
- Trigger event, opportunity, market evaluation, customer focus, USP, team, business model, business plan, financing needs

**Business Case, Vera Bradley** (Student Presentation), discussion on the “Entrepreneurial Process” in this business case

*Introduction to well-known Strategy Models: Porter, BCG Matrix, Blue Ocean (Student Paper and Discussion)*

*Reading:*
Compulsory: Entrepreneurship, Chapter 2 and 3, + Bus. Case Vera Bradley, P. 69
Recommended: On Business Models: Individual Research (Web, Library)

**Week 3, Session 3 (Monday, September 17, 2018)**

**Defining a winning Strategy**
Status Quo Positioning of the SME, SWOT Analysis, Goal Setting, Market Analysis, Implementation

**Business Case, Jim Poos** (Student Presentation), discussion on the “Entrepreneurial Process” in this business case

**Strategic Process in SME's:** From “Muddling Through” to Shared Strategic Process (Student Paper and Discussion)

**Reading:**
Compulsory: Entrepreneurship, Business Case “Jim Poos”, page 107
Entrepreneurship, Chapter 4
Recommended: The Management of Small and Medium Enterprises:
Chapter 3, “Strategic Management in the German Mittelstand”,
Chapter 4, “Discourses of Strategic Planning in SME Growth Firms”

**Week 4, Session 4 (Monday, September 24, 2018)**

**Internationalizing an SME:** Approach to identifying Opportunities and Risks, Strategic Options and Risk Mitigation

**Business Case, Eu Yan Sang International** (Student Presentation)

**Internationalisation in SME’s:** Decision Making Process, Entry Mode Strategies Learning and Cultural Change (Student Paper and Discussion)

**Reading:**
Compulsory: Entrepreneurship, Business Case “EU Yan Sang International”, page 182
Entrepreneurship Chapter 7
Recommended: The Management of Small and Medium Enterprises, Chapter 16,
“Learning Process of Internationalizing SME's”

**Week 5, Session 5 (Monday, October 1st, 2018)**

**How to Read Financial Statements and Key Performance Indicators** (Part 1)
- Structure and Key Lines of Income Statement, Balance Sheet and Cash Flow Statement
- Management Dash Board and Key Performance Indicators

**Business Case, P'kolino** (Student Presentation)

**KPI's for Customer Topics:** Measuring and Understanding Your Customer (Student Paper and Discussion)

**KPI's for Internal Topics:** Measuring and Understanding your internal Performance Group Presentation)

**Reading:**
Compulsory:  
Entrepreneurship, Business Case “P'kolino”, page 261
Entrepreneurship Chapter 7 and 8
Recommended: Bernard Marr, 25 Need to know Key Performance Indicators

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**Week 6, Session 6 (Monday, October 8, 2018)**

Revision - Mid-Term Exams

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**Week 7, Session 7 (Monday, October 15, 2018)**

**How to Read Financial Statements and Key Performance Indicators** (Part 2)
- Structure and Key Lines of Income Statement, Balance Sheet and Cash Flow Statement and important Rations signaling Strengths and Weaknesses
- Management Dash Board and Key Performance Indicators

**Business Case: Metacarta**, (Student Presentation)

**Analysis of Financial Statement of several existing companies** (Group Presentation)

**KPI's for Financial Topics:** Measuring and Understanding Your Financial Performance (Student Paper and Discussion)

**Reading:**
Compulsory:  
Entrepreneurship, Business Case “Metacarta”, page 413
Entrepreneurship Chapter 8
Recommended: Bernard Marr, 25 Need to know Key Performance Indicators
Week 8, Session 8 (Monday, October 22, 2018)

The Importance of Leadership: The Role of the Leader, Effective versus dysfunctional Teams, Effective Governance structures, Conflict Resolution and their effect on Company Culture

Business Case: Feed Res. Recovery (Student Presentation)

How best to define and build a successful Leadership Team (Student Paper and Discussion)

Reading:

Week 9, Session 9 (Monday, November 5, 2018)

Experience, Learning and Innovation Management at SMEs

Business Case: Tessera (Student Presentation)

How to Create an “Innovation Culture” (Student Presentation)

Reading:

Week 10, Session 10 (Monday, November 12, 2018)

HR Policies in SME’s: Between effective Informality and Performance Control

Business Case: Lazybones (Student Presentation)

Priorities and Approach in HR Management for SME’s (Student Presentation)

Reading:
Compulsory: Entrepreneurship, Business Case “Lazybones”, Entrepreneurship Chapter 13
Week 11, Session 11 (Monday, November 19, 2018)

High Growth Firms: A result of planning or fate? Key Success factors that contribute to high growth and how to manage a high growth company.

Business Case: Year up Workforce (Student Presentation)

Organisation and Delegation – How to create a balance between control and trust (Student Presentation)

Reading:
Compulsory: Entrepreneurship, Business Case “Year-Up workforce”, Entrepreneurship Chapter 13

Week 12, Session 12 (Monday, November 22, 2018)

Guest Speaker

Week 13, Session 13 (Monday, November 29, 2018)

Revision